



**SUNRISE
REGIONAL HEALTH AUTHORITY**

2013-2014

ANNUAL REPORT



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To view a copy of this report on-line, visit the Sunrise Health Region website at www.sunrisehealthregion.sk.ca. Click on 'Reports & Studies' side menu on the left of the home page.

Hard copies of the Annual Report are available at Sunrise Health Region's Executive Office:

Park Unit (Yorkton Regional Health Centre campus)
270 Bradbrooke Drive
Yorkton, Saskatchewan S3N 2K6

or by calling (306) 786-0110.

Letter of Transmittal

May 28, 2014


The Honourable Dustin Duncan
Minister of Health
Province of Saskatchewan

Dear Minister Duncan:

The Sunrise Regional Health Authority is pleased to provide you and the residents of the health region with our 2013-2014 Annual Report.

The report provides the Board approved audited financial statements of the region for the year ending March 31, 2014. The report also outlines the region's activities and accomplishments for the period. We are pleased in this report to provide indicators of our performance taken from our Strategic Visibility Wall. These indicators were monitored and updated throughout the year by the Sunrise Regional Health Authority, measuring progress in achieving the goals set out in our Strategic Plan. Our Strategic Plan aligns with the Province of Saskatchewan – Ministry of Health goals of transforming health care and improving access to a health system that provides Better Health, Better Care, Better Teams and Better Value to individuals in our region and throughout the province.

Respectfully submitted,



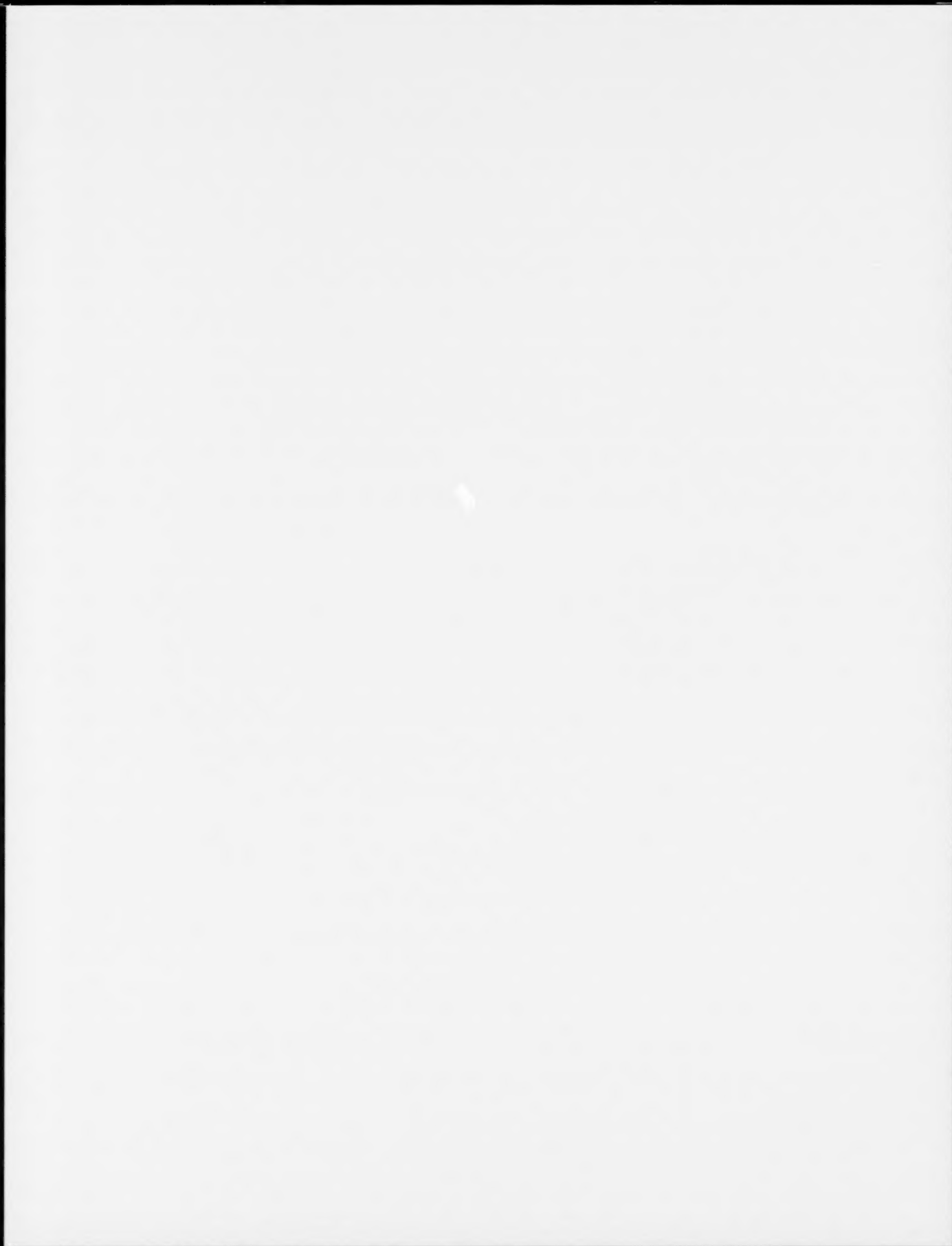
Lawrence Chomos, Chairperson
Sunrise Regional Health Authority



Suann Laurent, President & CEO
Sunrise Health Region



President & CEO, Suann Laurent
Board Chairperson, Lawrence Chomos



Who We Are

Sunrise Health Region is one of 13 health regions in the Province of Saskatchewan, guided by specific directions in the Accountability Document for the prudent and ethical use of public funds. The mission of the Sunrise Health Region is *to improve the health and well-being of individuals and communities through leadership, collaboration and the provision of high quality health services.*

The “Sunrise Regional Health Authority” is the legal name of the governance body otherwise referred to as “the Board”. “Sunrise Health Region” refers to the geographic region, employees, programs and services.

In support of this mission, our board, management, staff, volunteers and physicians strive to abide by the values of:

Collaboration...

We act as one united team providing the best care possible

Courage...

We act courageously in relentless pursuit of safety and excellence

Compassion ...

We listen to customers and then act and deliver services with compassion, care and respect

Creativity...

We strive for innovation

Commitment...

We commit to integrity, honesty and accountability

The mission and values of the health region are devoted to achieving our long-term vision: ***Working together... for healthy people in healthy communities.***

The Sunrise Regional Health Authority provides staff with direction in the form of board-approved strategic goals, which mirror the Ministry of Health’s strategic health plan, focusing on making improvements to the health of the population, individual care and financial sustainability in the context of value.

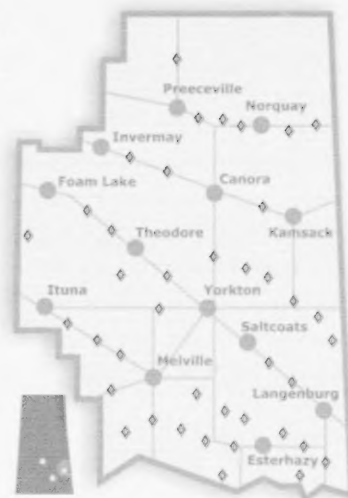
In 2013-14 the strategic goals of Sunrise Health Region were:

Goal #1 – **Better Health**

Goal #2 – **Better Care**

Goal #3 – **Better Teams**

Goal #4 – **Better Value**



Annual Report Overview

All staff in Sunrise Health Region support development and monitoring of our strategic plan. The strategic plan guides development of annual operational plans (A3's) for all portfolios. Performance targets and metrics further align all program/service departments, with daily visual management and team huddles at "Connecting Teams for Excellence" walls located in each program/service area. The Board receives monitoring reports throughout the year to track strategic execution. Weekly "Regional Strategic Visibility Wall Walk" presentations are held and begin each public Board meeting and Physician Advisory Committee meeting. The "Regional Strategic Visibility Wall Walks" are open to all members of the staff and public. All present have the opportunity to ask questions of the Executive Leadership Team on direction and course correction related to regional metrics.

Accountability Document

Each year the Saskatchewan Ministry of Health issues a health-region-specific "Accountability Document", which provides specific provincial direction, performance expectations, and the accountability framework that regional health authorities (RHAs) follow for the upcoming fiscal year.

Provincial Strategic Priorities for the Healthcare System

In 2013-14 the principles guiding the Ministry of Health direction and RHA response are:

- Culture of Safety
- Client and Family Centred Care
- Continuous Improvement
- Think and Act as One System

Information about Strategic Planning for the Saskatchewan health care system and the Ministry of Health Plan for 2013-14 is available on the government website: www.health.gov.sk.ca/strategic-direction.

Annual Report Basis for Preparation

This annual report is a legislated requirement of Sunrise Regional Health Authority containing general information about Sunrise Health Region, intended only for informational purposes. The data in this report is taken from the "Regional Strategic Visibility Wall" which is a reporting tool used by the Sunrise Regional Health Authority to track alignment and course correction towards the targets set out in the health region's "2012-2017 Strategic Plan" and in the Ministry of Health's "Saskatchewan Health Plan". The indicators in this 2013-14 Annual Report are taken from these tools and are the most recent available to the health region when the report was prepared.

Our People and Services

In 2013-14, the Sunrise Health Region provides health services to the residents of 48 cities, towns and villages, 28 rural municipalities, and three First Nations in east central Saskatchewan – approximately 59,007 Saskatchewan residents in total.

As of March 31, 2014, the health region employed 2,975 staff members who provide and support health care through community-based services and within our 22 facilities. The region's head offices are located in the city of Yorkton, which is the largest and the most central community in the region, and is the location of the regional health centre.

In the spring of 2014, the health region distributed the Report to the Community, an easy reference guide providing residents with valuable statistics and information on accessing services offered by the region.

Featured items in the Report to the Community included the integrated primary healthcare centre, lean, Telehealth, patient safety initiatives, technology in healthcare and wellness and education programs.

Services provided throughout the health region population include a comprehensive range of health prevention/promotion, acute, supportive and rehabilitative services, located in institutions, communities and people's homes. Below is a sampling of service volumes provided by Sunrise Health Region in 2013-14:

- 31,246 immunizations were provided by nurses from public health (28,725) and staff health (2,521) to public and employees (includes influenza and all other immunizations)
- 401 early visiting program "maternal/newborn" initial home visits in 2013 (all communities)
- 1,155 premises inspections by public health inspection
- 282 plumbing inspections (urban and rural) and 161 rural private sewage system inspections
- 92% completion rate for inspecting licensed facilities
- 174 animal bites followed up by public health; 214 hours required for investigation and follow-up
- 3,157 students in 23 schools participated in fluoride mouth rinse programs (94% participation rate)
- 56,695 hours of home care nursing service
- 101,729 hours of home care support, personal care and "meals on wheels"
- 27,769 clients were seen in therapy programs (7,642 were new clients this year)
- 64,454 physiotherapy, occupational therapy and speech language therapy visits in 2013-14
- 980,490 square meters of health care facilities cleaned and maintained each day
- Nearly 3.3 million pounds of laundry were washed, dried and folded in 2013-14
- 2,884 surgeries were performed
- 62,127 emergency room visits occurred in 2013-14
- 38,749 x-ray exams and 3,430 mammography exams
- 7,172 emergency response calls
- 11,794 mental health visits, excluding psychiatry and addictions
- 695 newborns were delivered

Surgical Cases

	2010-11	2011-12	2012-13	2013-14
Actual Surgeries performed	3,980	3,154	2,905	2,887
Provincial Target for Sunrise	3,785	3,985	3,300	3,300

The primary reason that the region could not achieve the provincial target was the target number was greater than the number of persons in the health region awaiting surgery. The wait lists for surgery in the health region were cleared.

Sample Volumes and Costs

Service	2011-12 Volumes	2012-13 Volumes	2013-14 Volumes	2013-14 Cost per service	2013-14 Total annual cost
Hemodialysis Patients	446	427	407	\$5,300.48	\$2,157,298*
ER Visits (YRHC only)	24,511	23,748	17,840**	\$180.77	\$3,224,949*
CT Scans	6,278***	4,713***	4,428	\$267.93	\$1,186,406*

* Rounded to the nearest one-hundredth

** The ER volumes in Yorkton Regional Health Centre reduced in 2013-14 due in part to the implementation of other methods to access care for non-urgent conditions, including a walk-in clinic in Yorkton and a home care treatment centre in Melville.

***Reduced CT volumes between 2011-12 and 2012-13 are due to a change in the way exams are calculated.

Our Buildings

Facility	Address	Year Built	Square Metres	Acute Bed #s	*LTC Bed #s	*Other Bed #s
Yorkton Regional Health Centre	270 Bradbrooke Dr. Yorkton	1960	15,707	87		
St. Anthony's Hospital, Esterhazy (affiliate)	216 Ancona St. Esterhazy	1968	2,463	22		
Melville Health Centre/ St. Peter's Hospital (affiliate)	200 Heritage Dr. Melville	2004	5,051	30		
Canora Hospital	1219 Main St. Canora	1967	3,816	16	5	3
Kamsack Hospital & District Nursing Home	341 Stewart St. Kamsack	1967 1982 <i>r</i>	6,997	20	61	2
Preeceville & District Health Centre	712 7 th St. NE Preeceville	1971 2008 <i>r</i>	4,847	10	38	2
Canora Gateway Lodge	212 Centre Ave. E. Canora	1970	3,430		63	1
Esterhazy-Centennial Special Care Home	300 James Ave. Esterhazy	1971	3,084		52	1
Foam Lake Jubilee Home	421 Alberta Ave. E. Foam Lake	1968	2,460		49	2
Invermay Health Centre	303 4 th Ave. N. Invermay	1960	1,691		24	2
Ituna Pioneer Health Care Centre	320 5 th Ave. N.E. Ituna	1975	1,394		35	3
Langenburg Health Care Complex/ Centennial Special Care Home	200 Heritage Dr. Langenburg	1971 1997 <i>r</i>	3,843		44	3
Norquay Health Centre	335 East Road Allow. S. Norquay	1962	2,021		30	2
Saltcoats - Lakeside Manor Care Home	101 Crescent Lake Rd. Saltcoats	1988	1,912		29	1
St. Paul Lutheran Home (affiliate)	100 Heritage Dr. Melville	1964	6,039		128	1
Theodore Health Centre	615 Anderson Dr. Theodore	1988	1,768		18	1
Yorkton & District Nursing Home	200 Bradbrooke Dr. Yorkton	1969	15,900		225	17
Yorkton Mental Health Centre	270 Bradbrooke Dr. Yorkton	1964	6,245			15
Public Health & Women's Wellness Centre	150 Independent St. Yorkton	1951	2,327			
Foam Lake Health Centre	715 Sask. Ave. E. Foam Lake	1983	1,511			
Regional Laundry	270 Bradbrooke Dr. Yorkton	1985	3,238			
Kamsack Public Health & Administration	359 Queen Elizabeth Blvd. Kamsack		683			
TOTAL				185	801	56

*LTC beds - includes transition beds *Other beds - includes respite, convalescent and mental health beds *r - renovation /addition

Our Health Partners

Health Care partnerships with the following health care organizations greatly assist Sunrise Health Region in addressing its goals.

Affiliated Health Care Organizations:

St. Paul Lutheran Home, Melville; St. Peter's Hospital, Melville; St. Anthony's Hospital, Esterhazy

Affiliated with Sunrise Regional Health Authority are three faith-based facilities. St. Paul Lutheran Home is a 129-bed long-term care facility; St. Anthony's is a 22-bed hospital; and St. Peter's is a 30-bed hospital. (St. Paul and St. Peter's are located together with the Saul Cohen Centre and community-based services in Melville, as part of the Melville District Health Centre). *The Regional Health Services Act* defines the financial and operational relationship of health regions and affiliates. Governed by its own Board of Directors, each affiliate appoints a facility administrator to oversee the facility's staff and management team. The three affiliates and Sunrise Health Region have a very close, and almost completely integrated, management team. The affiliates have chosen a relationship whereby they follow all policies and procedures of the region (that do not infringe upon the faith-based mandates of the organizations); human resource, finance and operational support services are fully integrated. The Sunrise Health Region and its affiliate partners produce a consolidated financial statement each year.

Emergency Medical Services

Sunrise Health Region provides emergency medical services, ambulance services, and first responder services to communities in the health region by a combination of contract ambulance services and region-owned services. The ambulance services in the region are:

Privately contracted:

Canora Ambulance Care
Crestvue Ambulance Services (Yorkton and area)
Duck Mountain Ambulance Care (Kamsack, Norquay and area)
Shamrock Ambulance Service (Foam Lake and area)
Preeceville Ambulance Service

RHA owned and operated:

Esterhazy Emergency Medical Service
Ituna Emergency Medical Service
Langenburg Emergency Medical Service
Melville Emergency Medical Service



KidsFirst

KidsFirst is an early childhood development program, intended to provide vulnerable children with the best possible start in life, and to encourage nurturing and supportive well-functioning families and communities. KidsFirst provides home visiting services, early learning and child care spaces, mental health and addiction counseling, and other supports to families in need. Sunrise Health Region provides KidsFirst with financial, payroll and information technology services for a fee and is the accountable partner.

The Health Foundation

The Health Foundation is an independent community organization, managed by a volunteer board, receiving no government funding. The Health Foundation works in partnership with donors, communities, the health region, and government to raise and invest funds in capital and educational initiatives to enhance healthcare services in east central Saskatchewan. Sunrise Health Region President & CEO and a Sunrise Regional Health Authority board member sit on The Health Foundation board.

Society for the Involvement of Good Neighbours (SIGN)

SIGN is a private non-profit corporation located in Yorkton in partnership with local agencies and organizations to develop and deliver needed services to area residents. Sunrise Health Region contracts with SIGN for services, with an annual service agreement that sets out the budget and terms and conditions of the services provided.

First Nations

The Sunrise Health Region Medical Health Officer connects at the provincial level with the Medical Health Officer for First Nations and Inuit Health. Sunrise Health Region and Key, Keeseekoosie and Cote First Nations continued our contract agreements to provide Home Care services on reserve. The region works in partnership with the Yorkton Tribal Council to support outreach services from Integrated Primary Health Care to Key, Cote and Keeseekoosie First Nations. Clinics are scheduled regularly on-reserve, focused on offering services to support the health and wellbeing of women in the communities. Clinic services focus in women's reproductive and gynecological health and include pap smears, breast exams, sexually transmitted infections testing, treatment and counseling, birth control, bone health, mental health, pregnancy testing, menopause education and support and prenatal care. The region also provides on-reserve therapies and mental health services.

3sHealth Shared Services

Health Shared Services Saskatchewan (3sHealth) was established in 2012 through a partnership between the health regions and Saskatchewan Cancer Agency (SCA) to provide shared administrative and clinical support services. By sharing services, the health regions, SCA, and other healthcare partners can provide better quality of care to patients and families. At the same time, the healthcare system can leverage shared services to reduce costs and redirect savings back to patient care.

Alongside the health regions, 3sHealth celebrated the following key achievements in 2013-14:

- Establishing a linen services agreement that will create a long-term, sustainable solution for healthcare linen services throughout the province, improving the patient experience, ensuring patient and worker safety, and capturing \$98 million in savings over 10 years.
- Leveraging of group purchasing contracts to increase the health system's buying power through provincial and national procurement contracts for clinical supplies and services, resulting in new available savings of \$7.8 million.
- Completing the Gateway Online project, this provides all employees in the Saskatchewan health sector with access to personal employment information in a centralized digital space.
- Exceeding our \$10 million annual provincial savings target, producing cost savings for the provincial healthcare system totalling over \$23 million.

Through ongoing collaboration with our health region and SCA partners, 3sHealth has exceeded \$93 million in total savings, and we are ahead of schedule in our goal of achieving our \$100 million five-year target. We look forward to celebrating this significant milestone next year with our health sector partners as together we transform healthcare.

Governance and Transparency

As authorized by *the Regional Health Authorities Act*, the provincial government appoints to each region a governance body and names a chairperson and vice chairperson. The “Sunrise Regional Health Authority” (RHA) governs Sunrise Health Region, which is the formal title. Often this governance body is referred to as the “Board” or the “board members”. Ministry of Health appointments to Sunrise Regional Health Authority occurred in 2012.

The Sunrise Regional Health Authority members serving in 2013-14 in the photograph below are:

Bottom row (left to right):

Murray Dalton of Preeceville; has served from May 2012 to present

Walter Streelasky of Melville; has served from May 2006 to present

Lawrence Chomos, Chairperson, of Esterhazy; has served from March 2007 to present

Don Rae, Vice Chairperson, of Yorkton; has served from April 2011 to present

Dave Schappert of Langenburg; has served from February 2009 to present

Back row: (left to right):

Shirley Wolfe-Keller of Invermay; has served from May 2012 to present

Janet Hill of Yorkton; has served from April 2002 to present

Suann Laurent, President & CEO

Doris Kopelchuk of Canora; has served from February 2009 to present

Gordon Gendur of Yorkton; has served from May 2012 to present



The RHAs in Saskatchewan each have representation on the provincial Governance Committee, which plans board education events. The Governance Committee developed a provincial governance manual used by the health regions as a resource of best practices in healthcare governance.

Communication with the Minister of Health and Deputy Minister of Health occurs through a variety of methods including face-to-face meetings.

The Board Chairperson and Chief Executive Officer represent Sunrise Health Region at these meetings several times a year.

The Sunrise Regional Health Authority continues to focus on the goals outlined in the 2012-2017 Strategic Plan. This Plan aligns with the Province of Saskatchewan’s priorities for healthcare planning. Saskatchewan uses a collaborative method of strategy deployment with the goal for all health regions to “think and act as one” to focus and finish strategies with the potential to affect health outcomes for the better. This method of strategy deployment empowers all health care employees and physicians to work together on system-wide solutions.

Public Transparency

The health region lists on its website the dates, times and locations of all public RHA meetings. Members of the public and area journalists are welcome to attend and observe the meetings. Members of the public can also contact the region and request to be included on the meeting agenda and make presentations to the RHA. All decisions of the RHA must be made during meetings open to the public.

Once approved, the RHA posts minutes of its meetings on the website. The minutes are public documents, as are the strategic plan and this annual report. Hard copies of the Annual Report can be obtained at the region's administrative office in Yorkton. Subsequent to all RHA meetings, the Region distributes, to staff and to all local media outlets, a newsletter summarizing the meeting's highlights called the *BoardBrief*.

Community Health Advisory Committees Three geographically based Community Health Advisory Committees (CHACs) currently have terms until September 30, 2014. At least three meetings occur per year, including one plenary meeting.

The purpose of these committees is to provide the Sunrise Regional Health Authority with community input to improve the health of communities. CHACs provide community feedback to the RHA in the areas of program and service development and delivery, health issues, needs and priorities, access to health services, and promotion of health. CHAC members are members of the public appointed by the Regional Health Authority. Prospective members may be self-recommended or by existing CHAC members, community groups or individuals, and are expected to complete a declaration of interest.

CHAC Committee Membership:

Area 1: Patricia Kachman (Hyas), Marlene Wunder (Foam Lake), Audrey Horkoff (Kamsack), Kenny Kaban (Foam Lake), Michael Kaminski (Invermay), Agnes Murrin (Preeceville), Debra Nabess (Kamsack), Linda Osachoff (Canora),

Area 2: Peter Hay (Yorkton), Minnie Kuspira (Yorkton), Barbara Lang (Yorkton), Nicholas Lastiwka (Theodore), Juanita Polegi (Jedburgh), Vi Schappert (Yorkton), Ella Semowski (Yorkton), Carol Tamblyn (Yorkton), Murray Williams (Yorkton)

Area 3: Dwight Herperger (Esterhazy), Monica Roussin (Round Lake), Beatrice Boychuk (Ituna), Mildred Danylko (Calder), Debra Fuhr (Langenburg), Ann Kendel (Langenburg), Dorothy McRae (Langenburg), Elfriede Piller (Neudorf), Mark Stoll (Melville), Ruth Swanson (Churchbridge), Louise Thompson (Duff), Jessie Wade (Churchbridge)

In addition to the Community Health Advisory Committees, the health region also has public/external participants on the Client & Family Centred Care Committee, Regional Palliative Care Committee, Regional Spiritual Care Committee, Regional Ethics Committee, and Home Care Quality Improvement Committee and there are Resident Councils at all long-term care facilities in the region. There are also public/external participants on several of the health region's accreditation teams and emergency planning committees.

Client and Family Centred Care Steering Committee

The region's focus is on advancing the philosophy of client and family-centred care and to that end, the region has recruited clients and family members to participate on a Client and Family Centred Care Committee. The intent of the committee is to lead, encourage and support the spread of client and family centred care throughout the region in all departments, services and levels of the organization. The committee identifies client and family centred care priorities for the region (in alignment with the Ministry of Health Patient and Family Centred Care framework) and develops action plans. Recruitment efforts continue for client and family advisors for the Steering Group, ad-hoc working groups, representation on committees and client and family advisors for ongoing improvement work. In 2013-14, there were 38 client and family advisors involved in initiatives in our region.



Patient room in ICU



Above - Volunteer helping at a design event.



Left - Staff and client participants at the Integrated Primary Health Care Centre design event.



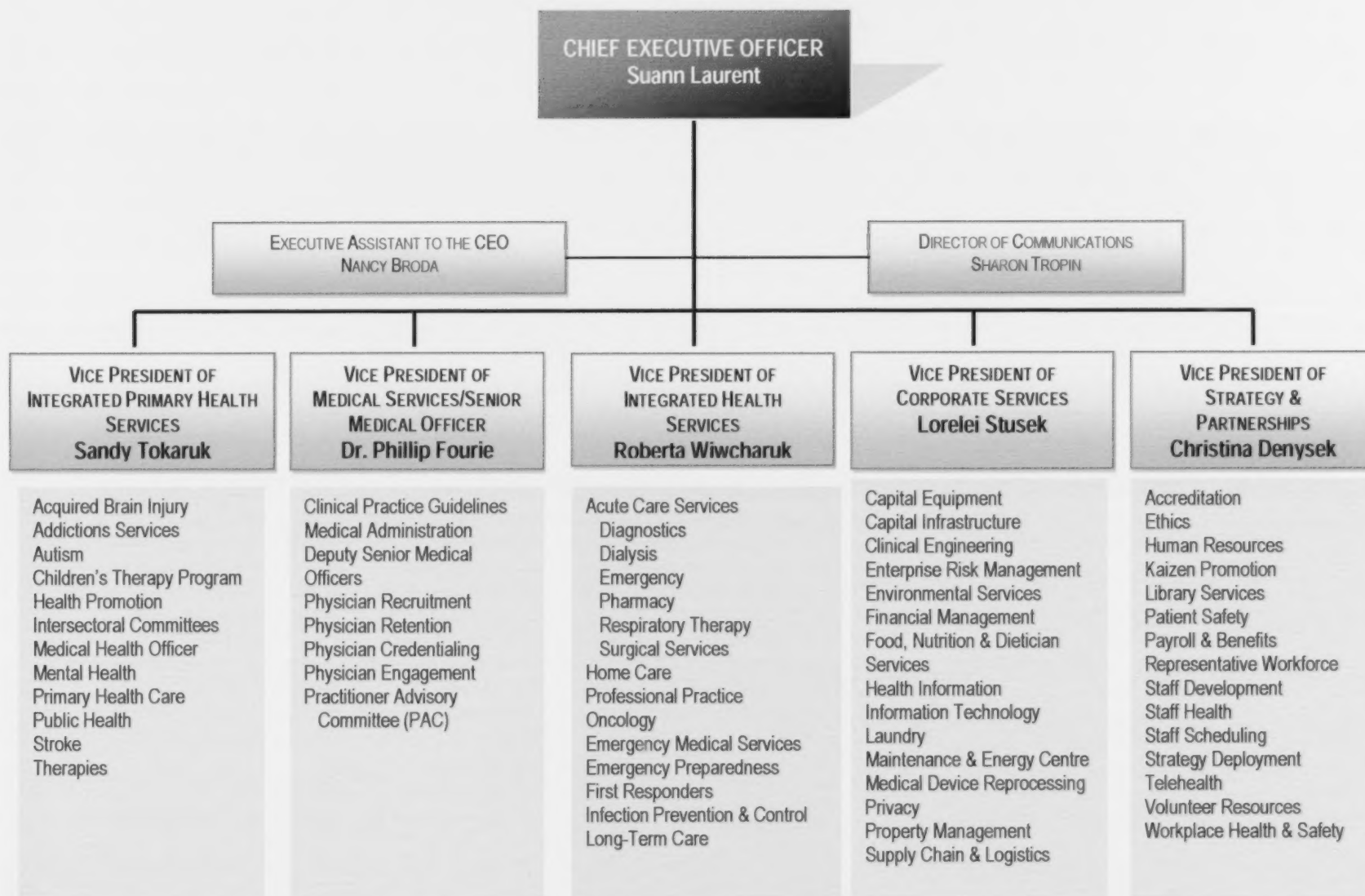
Therapist working with two young clients



Client and family member outside of Yorkton District Nursing Home

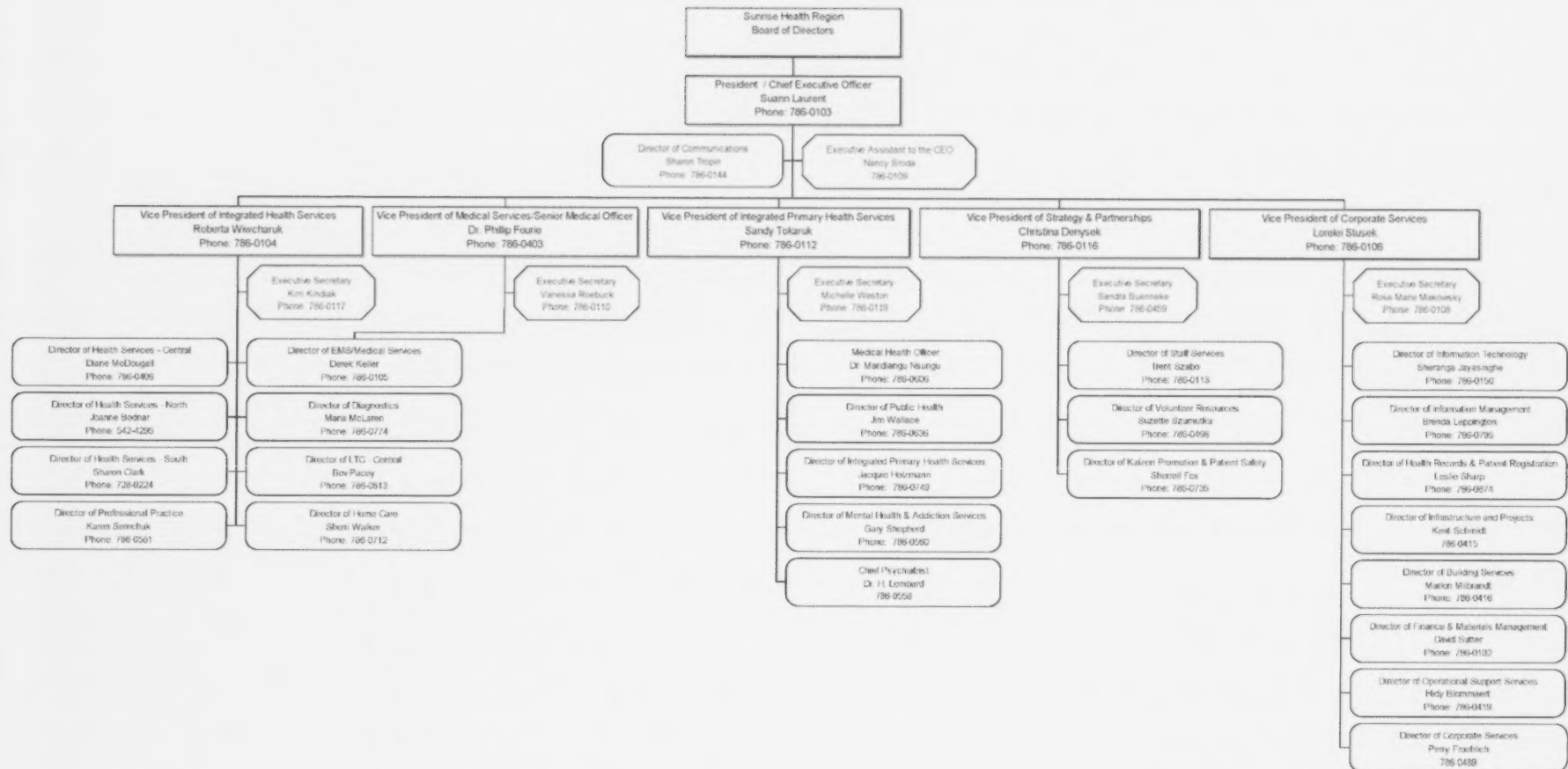
ORGANIZATIONAL CHART - CEO DIRECT REPORTS

As of March 31, 2014



EXECUTIVE LEADERSHIP ORGANIZATIONAL CHART

As of March 31, 2014



Our Region

Demographics and Other Factors

In 2013, Sunrise Health Region had a total covered population of 59,007, an increase of 1,329 people from the population reported in 2012. The source for this information is the Saskatchewan Ministry of Health 2013 Covered Population document. The "Covered Population" lists the number of persons eligible for health insurance benefits in Saskatchewan with breakdowns by known residence code. If a person resides in a rural municipality, picks up their mail in a village, town or city, and only provides the Ministry of Health with a correspondence address, that person is assigned the residence code for the correspondence address, rather than for the rural municipality. The full document is available on the Ministry of Health website <http://population.health.gov.sk.ca/>.

Covered Population Statistics	2013	% of Total Pop
Yorkton	19,038	32%
Melville	5,128	8.69%
Esterhazy	3,204	5.43%
Canora	2,834	4.8%
Kamsack	2,342	3.97%
Foam Lake	1,572	2.66%
Preeceville	1,504	2.55%
Langenburg	1,428	2.42%
	37,050	62.79%
68 smaller towns, villages, hamlets and RMs	20,248	34.31%
Key, Cote, Keeseekoose First Nations	1,709	2.90%
TOTAL	59,007	100%

A key characteristic of the health region's population continues to be a population significantly older than the provincial average. The percentage of the population over age 65 years declined by 1%; however the region's population remains proportionately older than elsewhere in the province and one of the oldest in the country. Of the health region's population 20.9% are over age 65 (provincially, 14.4%).

Other population characteristics from Statistics Canada 2011 data: the total aboriginal population in Sunrise Health Region as 8.5%, the unemployment rate for persons +15 years of age is 4.8%, and the proportion of those aged 25 to 54 years with post-secondary education is 50.4%.

As of March 31, 2014 Sunrise Health Region employed 2,975 people or 5% of the region's population.



Volunteers: Geraldine Peppler & Dave Matechuk

Health Status and Outcome Indicators

** Please refer to source documents for details on the indicators, the sources for their calculations and methodology. Source data for Statistics Canada can be found at www.statcan.gc.ca

Infant Mortality

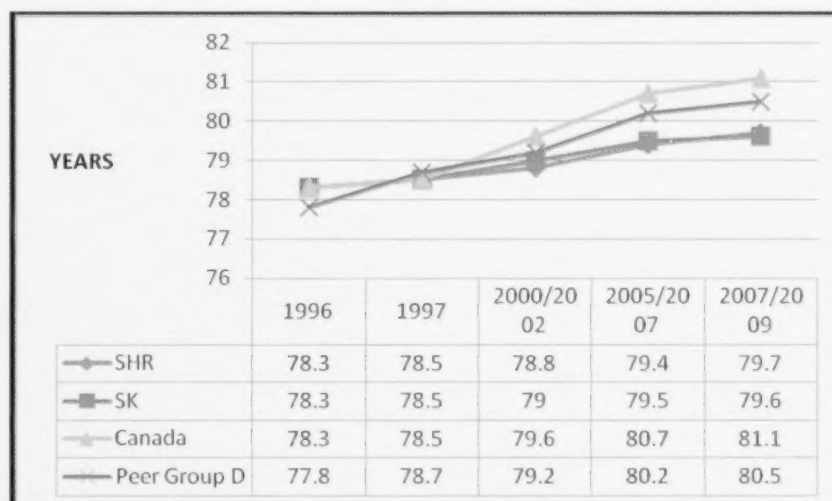
According to the Saskatchewan Prevention Institute, through the 1990s and into the early 2000s, infant mortality rates in Saskatchewan fell close to the national average. However, after dropping to a historic low in 2001, from 2001-2005 the infant mortality rates have been increasing.

For Sunrise Health region, the same source indicates that, after an increase from 4.5 per 1,000 in 2001-2005 to 7.4 per 1,000 in 2006, the infant mortality rate dropped to 3.5 per 1,000 in 2007. During the same period the provincial rates were 6.3, 6.3 and 5.9 per 1,000. (Saskatchewan Prevention Institute, 2010)

Life Expectancy

The figure below shows that in Sunrise Health Region, life expectancy at birth increased steadily from 78.3 years in 1996 to 79.7 years during the period 2007/2009. However, this increase has been below the average increase experienced in similar health regions, Saskatchewan and Canada. Further analysis has shown that since 2000, the difference in life expectancy at birth between Sunrise Health Region and Canada has been statistically significant. Compared to Saskatchewan, the difference was not statistically significant during both periods. Compared to similar health regions, the difference was statistically significant only during the periods 2005/2007 and 2007/2009.

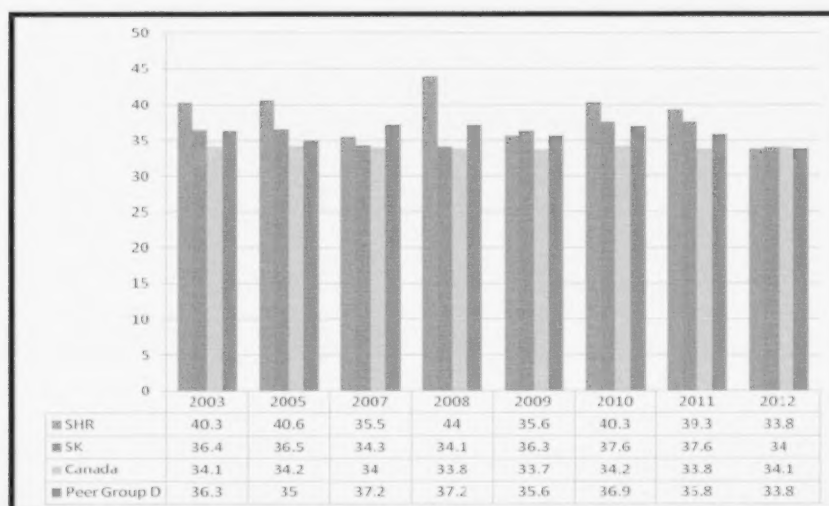
Life expectancy at birth in Sunrise Health Region,
Saskatchewan, Canada and Peer Group D health regions
(Source of data: Statistics Canada, CANSIM tables 102-0018, 102-0218 and 102-4307)



Overweight, Obesity and Physical Activity

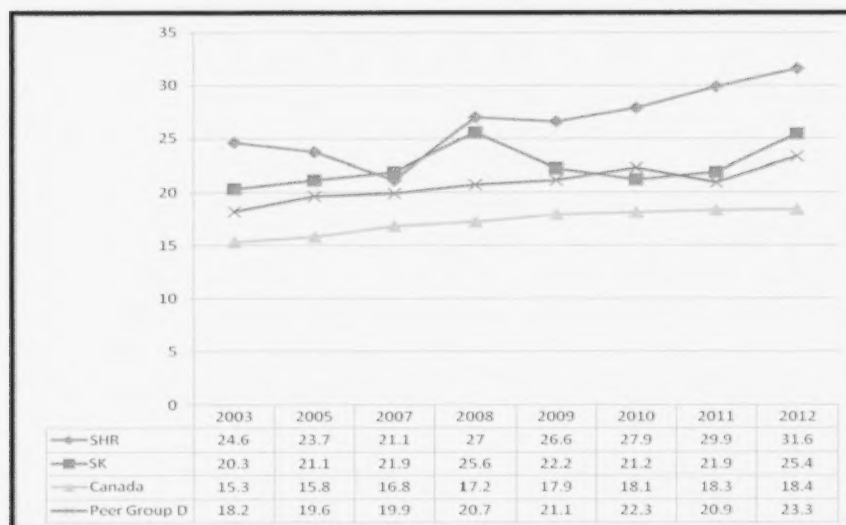
As shown in the figure below, the prevalence rate of self-reported overweight in adults in Sunrise Health Region decreased from 39.3 % in 2011 to 33.8 % in 2012 and was comparable to rates from Peer Group D, Saskatchewan and Canada.

Prevalence rate of self-reported overweight in adults (18 years and above) in Sunrise Health Region, Peer Group D health regions, Saskatchewan and Canada from 2003 to 2012
(Source of data: Statistics Canada, Canadian Community Health Survey, CANSIM table 105-0501)



The figure below shows that self reported obesity prevalence rates in Sunrise Health Region continued to increase in the last five years and greater than those for Peer Group D, Saskatchewan and Canada.

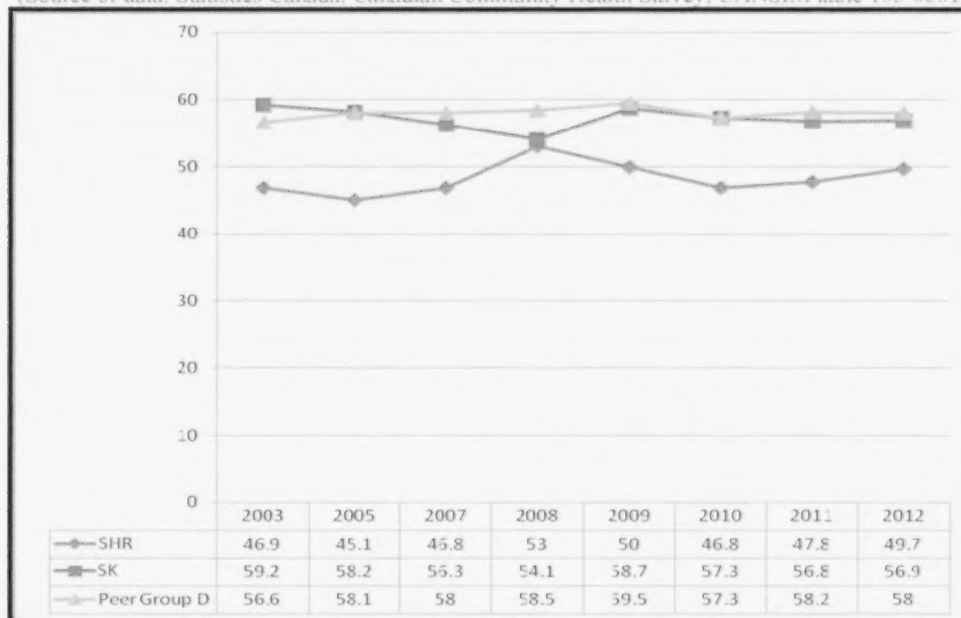
Prevalence rate of self-reported obesity in adults (18 years and above) in Sunrise Health Region, Saskatchewan, Peer Group D health regions and Canada from 2003 to 2012
(Source of data: Statistics Canada, Canadian Community Health Survey, CANSIM table 105-0501)



Self-reported Health Status

Over the nine-year period from 2003 to 2012, around half of Sunrise Health Region residents rated their health as very good or excellent. This number has slightly increased from 46.8 % to 49.7% in the last two years. During the same period, the proportion of Sunrise Health Region residents who rated their health as very good or excellent was lesser than Saskatchewan and Peer Group D health regions as depicted in the figure below.

Proportion of population 12 years and above that rated their health as very good or excellent in Sunrise Health Region, Saskatchewan and Peer Group D health regions from 2003 to 2012
(Source of data: Statistics Canada, Canadian Community Health Survey, CANSIM table 105-0501)



The following table provides the proportion of residents who self reported in 2012 as current smokers (daily or occasional) or living with a selected chronic condition. (Source: Statistics Canada, CANSIM table 105-0501)

	Sunrise Health Region	Saskatchewan	Canada
Current smoker	22.3%	20%	20.3%
Arthritis	25.5%	18.4%	15.4%
Diabetes	7.8 % (*)	6.7%	6.5%
High blood pressure	24.5%	18.7%	17.4%

(*) Statistics Canada advises to use this figure with caution due to sample issues.

Major Events & Mitigated Risks

Integrated Primary Health Care Innovation Site announced for Yorkton and Foam Lake – Work that began in 2012 has continued for a new, innovative primary health model of care in Yorkton with outreach to other parts of the region, beginning with Foam Lake. The Integrated Primary Health Care Centre will open its doors in the fall of 2014 in leased space, which will serve as the central hub for integrated primary health care in the region. Since February 2014, members of the team are temporarily co-located at 150 Independent Street in Yorkton. The site is one of eight Primary Health Care innovation sites in the province approved in 2012 by the Ministry of Health. The model of care and the building design had input from over 30 representatives including health care professionals and client advisors. The initial focus is support for persons with chronic disease conditions, women's wellness and general health needs. The team at the temporary location consists of a diabetes education nurse, a diabetes dietitian, an exercise therapist, four physicians, two nurse practitioners, pulmonary and coronary rehab facilitators, and a clinical assistant. The goal is to provide a robust set of client centered primary health care services so that clients have the right care, at the right time, with the right care provider.

Strategy Deployment and Daily Visual Management – The Ministry of Health and health regions are in the third year of health system strategic planning and strategy deployment, moving forward with a renewed commitment to better health, better care, better value, and better teams in Saskatchewan's health system. Strategy in Saskatchewan is focused on "thinking and acting as one" and using lean strategies to eliminate waste in the health system to increase value for the people we serve. Lean is a patient-first approach that puts the needs and values of patients and families at the forefront. Lean uses proven methods to continuously improve the health system, engaging and empowering employees to generate and implement innovative solutions, and to fundamentally and continually improve the patient experience. In 2013-14 there were 33 members of the Sunrise Health Region team enrolled in Lean Leader certification. The word "kaizen" translates to "continuous incremental improvement". During "Kaizen Basics" sessions, 1,641 employees received education on the concepts of lean to support staff participation in continuous incremental improvement work; more sessions are planned for 2014-15.

In the 2013-14 fiscal year the region implemented daily visual management called "Connecting Teams for Excellence" walls throughout the region, enabling departments and facilities to visually track important statistics, share vital information and provide teams the opportunity to give and receive feedback in regularly scheduled team huddles. In February 2014, Accreditation Canada honored Sunrise Health Region and the Ministry of Health for use of "Hoshin Kanri" (strategy deployment and daily visual management) and acknowledged this work as a National Leading Practice. The award recognizes an exemplary practice and example of exceptional leadership, with focus on patient safety and high quality service delivery.

Physician Recruitment – Ten new physicians arrived in the region in 2013-14. Physician recruitment continues to be a priority area of focus for the health region. The region continues to recruit for a family physician vacancy in Melville.

Melville Treatment Centre Opened – In July 2013, the Melville Treatment Centre opened in the Melville Home Care Office. Nurses at the treatment centre provide wound care, IV therapy and procedures for clients referred by their physician; the treatment centre also gives clients the opportunity to book an appointment to see the nurse. From July, 2013 to March, 2014 the Melville Treatment Centre has had over 1,000 client visits, helping to provide local access to care and fewer visits to the emergency room for minor procedures.

Long-Term Care Funding – In December 2013, the Ministry of Health announced that the region would receive funding through the Urgent Issues Action Fund, which addresses needs in long-term care facilities. The region is receiving a one-time amount of \$779,833 and an annualized amount of \$479,000 to assist in training staff in the Gentle Persuasion Approach, purchasing food preparation equipment and ceiling lifts, and establishing a rapid psycho-geriatric response team (a comprehensive assessment by a multi-disciplinary team to develop a coordinated care plan meeting individual needs of residents).

20 Years of Mammography – In June 2013, the health region celebrated 20 years of mammography services in Yorkton. Since 1993, over 78,000 mammography exams have been completed.

Tobacco Reduction Strategy – Effective July 1, 2013 Sunrise Health Region facilities and grounds became tobacco free. Clients, visitors and staff are required to leave health region property when using tobacco products.

Invermay Health Centre – In October 2013, remediation work was completed in the resident areas of the Invermay Health Centre and residents were moved back into their home with the assistance of health region staff, community partners, contractors and the Ministry of Health. Temporary re-location occurred in January 2013, when flooring and mould issues were identified at the facility. The coordination of the Sunrise Health Region response and attention to safety and communication is recognized in educational materials as an example of “best practices” for other health organizations.

Diabetes Education Services – A Rapid Process Improvement Workshop has streamlined processes and increased the capacity for referrals to Diabetes Education services. Clients can access services through self-referral, community pharmacists, their nurse practitioner or family physician. Diabetes education clinic days occur throughout the region with sessions in Yorkton, Foam Lake and Langenburg.

Funding for Post-Surgery Care – In May 2013, the region received \$503,198 from the Ministry of Health to improve the quality and safety of surgical care, specifically focusing on enhancing home care and therapy services for post-surgery patients.

2013-14 Budget Rollout – Sunrise Health Region approved a budget of \$212,818,800 for the period of April 1, 2013 to March 31, 2014. Priorities within the budget aligned with strategy deployment to enhance primary health care, reduce emergency room waits, improve patient flow, further reduce surgical wait times, improve safety for patients and staff, deploy clinical pathways to align services with the needs of patients, increase physician and employee engagement, and work towards the 2017 goal of zero workplace injuries.



Going for a walk at Lakeside Manor Care Home (Saltcoats)



Director of Health Services - Central, Diane McDougall.

Progress in 2013-2014

The Regional Health Services Act defines the relationship between Sunrise Health Region, the Minister of Health, and the Ministry of Health. The “Regional Strategic Visibility Wall” is used by the Sunrise Regional Health Authority to track alignment with the targets set out in the health region’s “2012-2017 Strategic Plan” and in the Ministry of Health Plan 2012-13. The Regional Strategic Visibility Wall is located in the Mental Health Auditorium of Yorkton Regional Health Centre. During a “Wall Walk”, which is held once each week and open to anyone who wishes to attend, the executive leadership describes the strategies the region is working on and progress towards the targets. Individual programs and service departments/units monitor indicators relevant to their work on “Connecting Teams for Excellence” walls located in their work areas and these are accessible by staff and public. The schedule for the regional “Wall Walk” presentations is posted under the Corporate Information section of www.sunrisehealthregion.sk.ca. A “Wall Walk” video can also be found on the website in the News/Video section. The indicators in this 2013-14 Annual Report are taken from monitoring reports posted on our visibility walls in 2013-14. Indicators related to Health Status were compiled from various provincial and federal health status reports by our Medical Health Officer.

The health region’s strategic focus aligns under four “Betters”, upon which objectives, plans and actions are built to achieve Better Health, Better Care, Better Teams, and Better Value for the people of Saskatchewan.

Better Health

Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Better Care

In partnership with clients and families, improve the individual’s experience, achieve timely access and continuously improve healthcare safety.

Better Teams

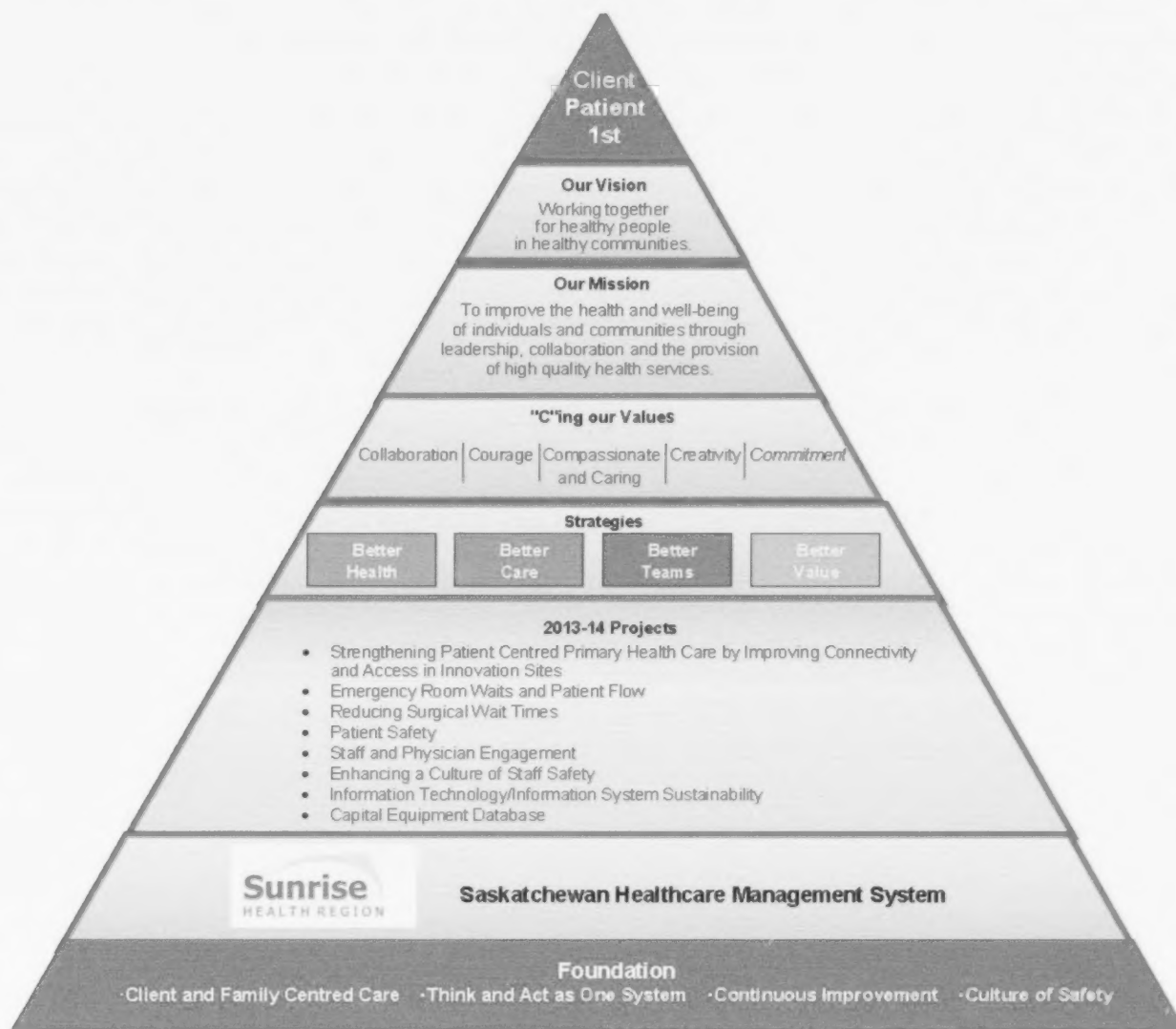
Build safe, supportive and quality workplaces that support client and family-centered care and collaborative practices, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Better Value

Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment and information infrastructure.

Strategic Intent Triangle

The Strategic Intent Triangle is a visual representation of the strategy of our organization. It contains our mission, vision and values, strategic goals, and annually updated Hoshins and related projects.



Hoshins (Projects) for the 2013-14 fiscal year:

- Strengthening patient centred primary health care by improving connectivity/access in innovation sites
- Emergency room waits and patient flow
- Reducing surgical wait times
- Patient safety
- Staff and physician engagement
- Enhancing a culture of staff safety
- Information Technology/ Information System Sustainability
- Capital Equipment Database

Strategy: Better Health

Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Provincial 5 year Improvement Targets:



- By 2017, people living with chronic conditions will experience better health as indicated by a 30% decrease in hospital utilization related to six common chronic conditions (Diabetes, Coronary Artery Disease, Coronary Obstructive Pulmonary Disease, Depression, Congestive Heart Failure, and Asthma)
- By 2017, at risk populations (all age groups) will achieve better health through access to evidence based interventions, services and/or supports.

Hoshin/ Breakthrough Initiative:

- By March 2014, improve access and connectivity in **Primary Health Care** innovation sites and use early learnings to build foundational components for spread across the province.

Projects

1. Strengthen Patient Centered Primary Health Care by Improving Connectivity and Access in Innovation Sites


Target	Status
<ul style="list-style-type: none">• By March 31, 2014, a Primary Health Care innovation model with an integrated multidisciplinary team will be developed in Yorkton with exploration/development of physical space to co-locate a team.	 Achieved
<ul style="list-style-type: none">• By March 31, 2014, methods of supporting service delivery to Foam Lake (i.e. Telehealth, outreach services) will be developed to improve access to team based care delivery and to improve the patient's experience.	 Achieved

Results:

An Integrated Primary Health Care Centre (IPHCC) was created. A large group of health care providers and clients participated in a model of care planning day in December 2013. The initial team members for the IPHCC were determined (diabetes education, chronic disease management, two nurse practitioners and four physicians). A shared electronic medical record was implemented at the IPHCC in Yorkton and groundwork laid for electronic medical record soon to be implemented at the primary health centre in Foam Lake. The team is co-located temporarily at the Public Health/Women's Wellness building while a permanent site is being constructed. A design event for the permanent clinic site was held in February 2014 where a group of staff and clients used the principles of 3P (production process preparation) to create a floor plan that will meet the needs of clients. When the team moves to the permanent site in the fall of 2014, the IPHCC team composition will expand.

The primary health centre in Foam Lake links to the Yorkton site via the electronic medical record and through outreach services. In 2013-14, Telehealth services in the region expanded to include Foam Lake, Langenburg, Canora and Esterhazy.

2. Emergency Room Waits and Patient Flow

Target	Status
<ul style="list-style-type: none">By March 31, 2014, increase public and provider awareness of available healthcare options within Sunrise Health Region to reduce emergency room waits.	 Achieved

Results:

There was consistent reduction in emergency room visits throughout the year. The year ended with 5,908 fewer emergency room visits to the Yorkton Regional Health Centre.

As part of this initiative, the region is tracking CTAS levels in the emergency rooms. Levels 4 and 5, can be effectively treated at physician clinics, primary health centres and treatment centres. A "Rapid Process Improvement Workshop" and value stream mapping was completed at Yorkton Regional Health Centre to reduce waste and wait times in the emergency department. An emergency room patient satisfaction survey was implemented in 2013-14 with on-going monitoring in all emergency departments in the region. A list of service options available to relieve pressure on emergency rooms was created, and a communication strategy was implemented to promote the alternative options and appropriate use of emergency departments. Modeling a successful treatment centre in Yorkton, a home care nursing Treatment Centre was created in Melville, which provides services (such as suture removal and dressing changes) formerly obtained as outpatients or in emergency rooms. From its implementation in July of 2013 to the end of February 2014, there were 938 visits to the Melville Treatment Centre. The expansion of evening and weekend clinic hours by the privately run City Medical Centre had a significant impact on emergency room use at Yorkton Regional Health Centre.

The number of emergency service disruptions were tracked in Canora, Preeceville and Kamsack. Kamsack did not experience service disruptions in the year. Canora experienced service interruption after December 2013, when the number of physicians dropped to two. The health region aggressively recruited throughout the year and the physician supply in Canora should be back to four by the summer of 2014. The health region began development of a Collaborative Emergency Centre (CEC) for Canora to stabilize emergency services into the future. Some components of the CEC will be operational in July 2014 with the rest following later in 2014. Preeceville has a full complement of two physicians; however this number does not allow sufficient rota for 24/7/365 emergency on-call coverage. In 2013-14, the goal for Preeceville was a 50% reduction in service disruptions. The actual reduction was 21.8%. The health region is in discussion with the physicians as to how to offer a more consistent service for the community.

Strategy: Better Care

In partnership with clients and families, improve the individual's experience, achieve timely access and continuously improve healthcare safety.

Provincial 5 year Improvement Targets:





- By March 2017, all people have access to appropriate, safe, and timely surgical and specialty care as defined by the improvement targets.
- By 2017, establish a culture of safety with a shared ownership for the elimination of defects.

Hoshins/ Breakthrough Initiatives:

- **Transform the patient experience through sooner, safer, and smarter surgical care.**
- **Safety Culture: focus on patient and staff safety.**

Projects

3. Reducing Surgical Wait Times

Target	Status
<ul style="list-style-type: none">• By March 31, 2014, all patients have the option to receive necessary surgery within three months.	 Not Achieved
<ul style="list-style-type: none">• By March 31, 2014, all patients with invasive cancer will have the option to receive surgery within 3 weeks from the time of diagnosis.	 Achieved
<ul style="list-style-type: none">• By March 31, 2014, plan and implement new pathways, as appropriate, for Sunrise Health Region, (In total 6 pathways in place and 2 more in planning stage by March 31, 2014.)	 Not Achieved
<ul style="list-style-type: none">• By March 31, 2014, all patients are satisfied with their surgical care experience.	 Achieved

Results:

As of March 31, 2014, 14 patients waited more than three months for surgery. A corrective action plan was implemented. All were scheduled for surgery in April and May of 2014, with the exception of three patients whose surgery was delayed or cancelled either due to a change in their health condition or by patient choice.

The health region met the target for all patients with invasive cancer to have the option to receive surgery within three weeks from the time of diagnosis.




In 2013-14 there were two new clinical pathways provincially available for implementation in Sunrise Health Region.

Spine- Sunrise primary care providers participate in this pathway by referring clients to the Regina and Saskatoon Spinal Assessment clinics when patients meet the criteria. Many patients are seen and remain in Sunrise for Treatment. Cornerstone Therapies currently runs a monthly Spine Clinic during which initial assessments/screening by physical therapists are followed by group education and exercise programming based on Spine Pathway Assessments.

Hip/Knee- as part of the provincial pathway, clients returning post-surgical to Sunrise are seen by therapists for individual and group hip/knee classes. Pre-operative screening by primary care providers (including physical therapists, physicians and nurse practitioners) can lead to referrals to local physiotherapists or to provincial musculoskeletal clinics to screen for surgery.

Satisfaction surveys were sent to surgery patients from Yorkton Regional Health Centre and the responses were favorable.

4. Patient Safety

Target	Status
<ul style="list-style-type: none">By March 31, 2014, Sunrise Health Region will be in alignment with development and implementation of a provincial system-wide Safety Alert/Stop the Line System.	 Achieved
<ul style="list-style-type: none">By March 31, 2014, Medication Reconciliation at Transfer and Discharge will be implemented at all acute care sites within Sunrise Health Region.	 Achieved
<ul style="list-style-type: none">By March 31, 2014, the Safer Healthcare Now Surgical Site Infection Bundle will be implemented for all Obstetrics, Gynaecology, and General surgeries.	 Achieved

Results:

Sunrise Health Region is in alignment with development of a provincial system-wide Safety Alert/Stop the Line System and had an opportunity to participate in the 3P (production preparation process) event in Saskatoon in December of 2013 to design the system. Our President and CEO, Suann Laurent is the provincial Hoshin owner and our Vice President of Strategy and Partnerships, Christina Denysek, is the regional lead as ongoing development and roll out occurs. The first health region to implement the Safety Alert/Stop the Line System is Saskatoon Health Region.

The provincial target for Medication Reconciliation on transfer and discharge was adjusted midway through 2013-14; the target is now to be met by March 31, 2015. By March 31, 2014 Medication Reconciliation on transfer and discharge was implemented in all facilities within Sunrise Health Region with the exception of St. Anthony's Hospital and in a couple of units at Yorkton Regional Health Centre. Sunrise Health Region is on target to complete this project prior to the provincial target date of March 31, 2015.

In 2013-14 the "Safer Healthcare Now Surgical Site Infection Bundle" was implemented for all Obstetrics, Gynaecology, and General Surgeries in Sunrise Health Region. Ongoing infection rate surveillance is in place. Several additional strategies were implemented throughout the year to reduce infection rates including additional processes and procedures for cleaning, trialing of a warming gown to keep body temperatures up during surgery, and a new wound dressing.

Strategy: Better Teams

Build safe, supportive, and quality workplaces that support client and family-centred care and collaborative practices, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Provincial 5 year Improvement Targets:



- By March 31, 2017, increase staff and physician engagement scores to 80%.

Hoshin/ Breakthrough Initiative:

- **Safety Culture: focus on patient and staff safety.**

Projects



5. Safety Management System

Target	Status
<ul style="list-style-type: none">• By March 31, 2014, establish a baseline for physician engagement in Sunrise Health Region.	 Achieved
<ul style="list-style-type: none">• By March 31, 2014, Sunrise Health Region will achieve a 10% improvement in Employee Engagement scores.	 Not Achieved

Results:

In 2013-14, the Saskatchewan healthcare system conducted a Physician Engagement Survey and a separate Employee Engagement Survey. This was the first survey of physician engagement, which will provide a baseline and mechanism for dialogue about physician engagement. The survey response rate in Sunrise Health Region was 31% for physicians and 25% for employees. The health region did not achieve the target of 10% improvement in engagement scores. In 2014-15 the region will analyze the survey data and develop engagement action plans.

6. Enhancing a Culture of Staff Safety

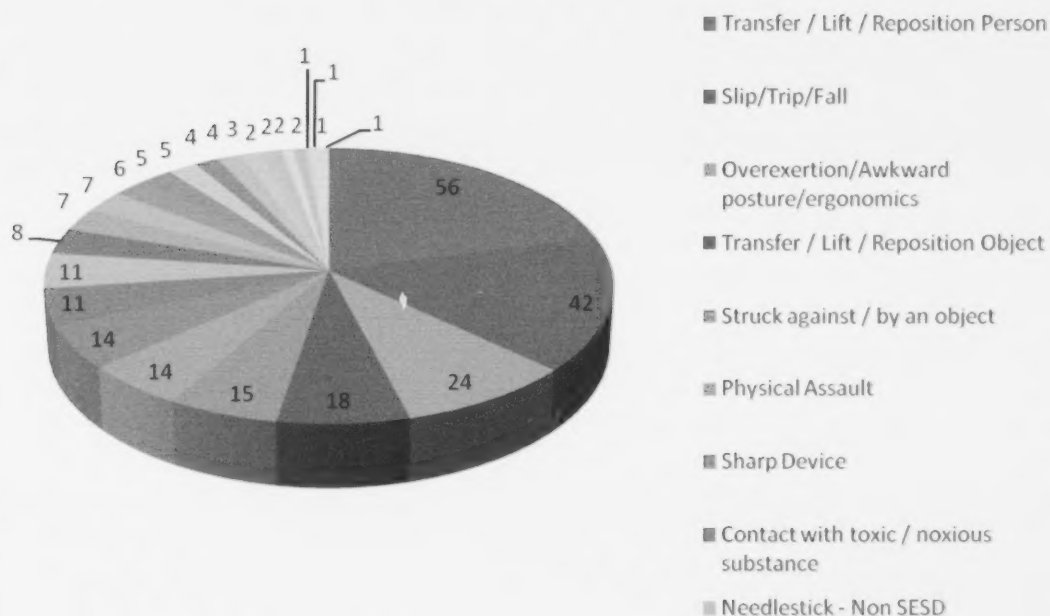
Target	Status
<ul style="list-style-type: none">• By March 31, 2014, a provincial system-wide Safety Alert/Stop the Line system is developed and implemented.	 Achieved
<ul style="list-style-type: none">• By March 31, 2017, RHAs and SCA will reach zero workplace injuries through the implementation of a common safety management system across the health care sector with reduction in 2013-14 of 25% (no more than 3,300 workplace injuries).	 Not Achieved

Results:

Sunrise Health Region is in alignment with development of a provincial system-wide Safety Alert/Stop the Line System and had opportunity to participate in the 3P (production preparation process) event in Saskatoon in December of 2013 to design the system. Our President & CEO, Suann Laurent is the provincial Hoshin owner and Vice President of Strategy & Partnerships, Christina Denyseck, is the regional lead as ongoing development and rollout occurs. The first health region to implement the Safety Alert/Stop the Line System is Saskatoon Health Region.

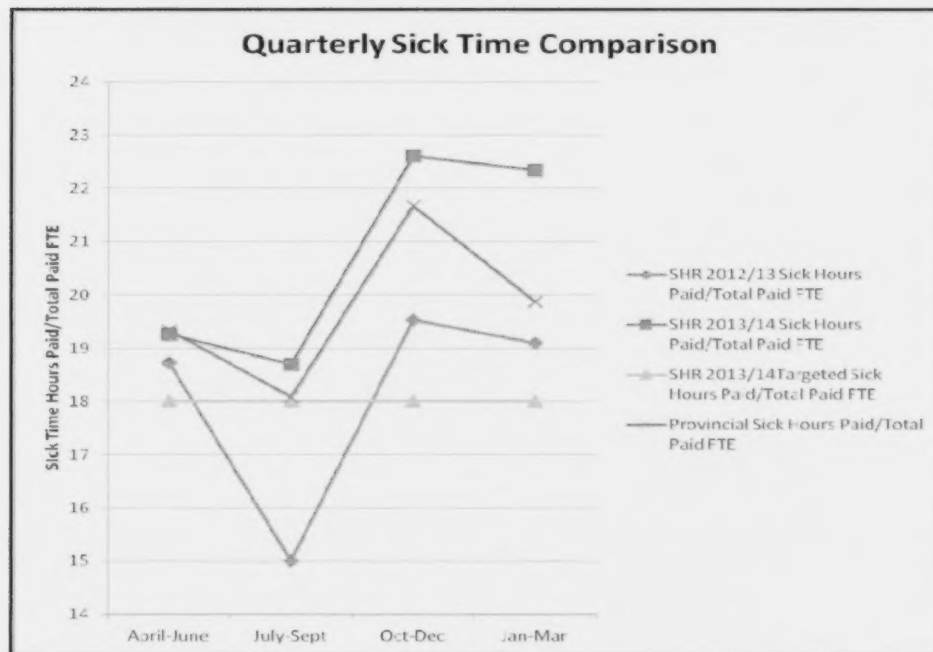
The health region focused on TLR (transfers, lifts, and repositioning) injuries, with back and shoulder injuries being most prevalent. Rates of injury did come down by 15% but not sufficient to meet the 25% reduction target. Corrective action plans are in place with standard tools to assist managers with investigations and monitoring at their daily visibility management walls. TLR incidents accounted in 2013-14 for 27.82% of all staff injuries. Slips/Trips/Falls is the next highest cause of injury and account for 15.79%. There were 266 incidents of staff injury in 2013-14 (15% decrease from previous year), the causes breakdown is shown below:

2013/14 Incidents - Apr 1st to March 31st

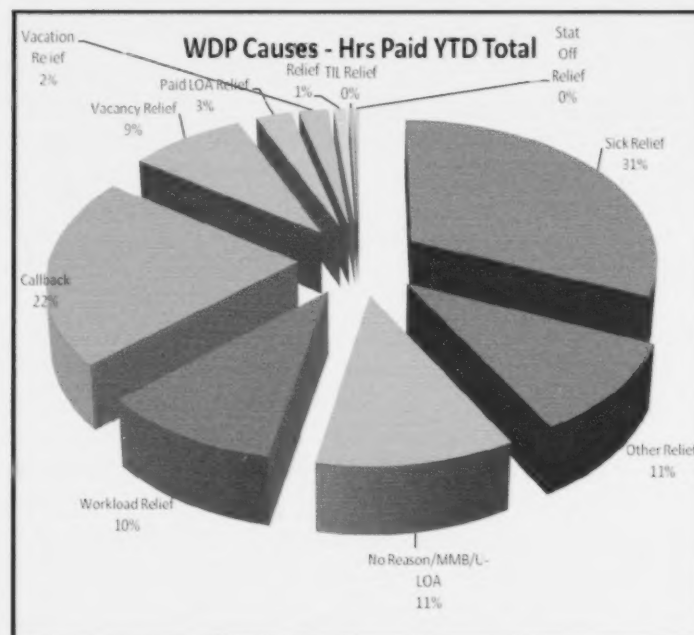


Our fiscal year target was 72.00 paid sick hours per paid FTE. The health region did not meet this target as to the end of March 2014, our paid sick hours were 82.94 per FTE.

	April-June	July-Sept	Oct-Dec	Jan-Mar
SHR 2012/13 Sick Hours Paid/Total Paid FTE	18.72	15.00	19.53	19.10
SHR 2013/14 Sick Hours Paid/Total Paid FTE	19.26	18.69	22.61	22.34
SHR 2013/14 Targeted Sick Hours Paid/Total Paid FTE	18.00	18.00	18.00	18.00
Provincial Sick Hours Paid/Total Paid FTE	19.34	18.08	21.66	19.87



For the purposes of this report, wage driven premiums includes all callbacks, overtime and premium pay (i.e. consecutive weekend pay, employer directed shift change, employee callback from vacation). The region paid out 3.31 million dollars in premiums in 2013-14. The region paid out slightly more in premiums in 2013-14 than in the previous year; however, the cost associated with premiums was still less than in 2011-12 by \$685,000. Wage driven premiums, sick time and injuries were closely monitored throughout the year.

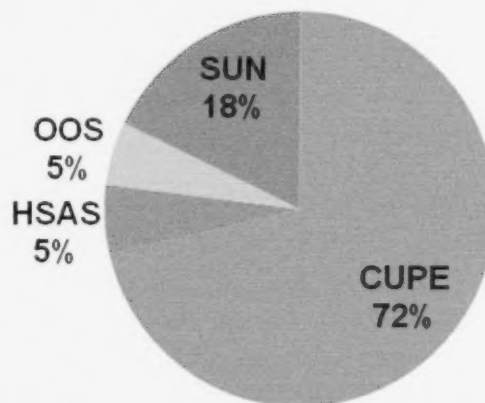


Sunrise Health Region actively recruits in all areas.

As of March 31, 2014, the number of employees by union affiliation was:

- Canadian Union of Public Employees (CUPE) 2,134
- Health Sciences Association of Saskatchewan (HSAS) 173
- Out of Scope/non-union (OOS) 153
- Saskatchewan Union of Nurses (SUN) 515
- All employees 2,975

The Canadian Union of Public Employees (CUPE) is the largest union in Sunrise Health Region. Sunrise Health Region does not have any employees represented by the unions SGEU, SEIU or RWDSU.



Patient Connect bedside clinical care and patient entertainment system



(Above) Invermay Health Centre left to right- Chairperson, Lawrence Chomos, Mayor Michael Kaminski, MLA June Draude, Minister of Health Dustin Duncan, Health Service Administrator Faye Jack, Vice President of Corporate Services, Lorelei Stusek



(Left) -Yorkton Regional Health Centre - Operational Support Services Team discussing strategy with lean consultant, John Black and Health Quality Council CEO, Bonnie Brossaert.

Strategy: Better Value

Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment, and information infrastructure.

Provincial 5 year Improvement Targets:


- By March 31, 2017, as part of a multi-year budget strategy, the health system will bend the cost curve by lowering the status quo growth by 1.5%.
- By March 31, 2017, all IT, equipment and infrastructure will be coordinated through provincial planning process to ensure provincial strategic priorities are met.

Hoshins/ Breakthrough Initiatives:

- Improve and sustain equipment, infrastructure, and technology.

Projects


7. Information Technology/Information System Sustainability

Target	Status
<ul style="list-style-type: none">• By March 31, 2014, implement the phases of the Information System Plan that have been prioritized for the year.	 Achieved

Results:

All requirements for this target are met with processes, policies and procedures in place to support ongoing prioritization.

8. Capital Equipment Database

Target	Status
<ul style="list-style-type: none">• By March 31, 2014, 50% of Sunrise Health Region facilities will have the capital equipment database and preventative/predictive maintenance program installed and equipment entered into the database.	 Not Achieved

Results:

This target was not met due to the vendor selection process taking longer than anticipated. The vendor was selected by year-end, and work cataloguing inventory began in April 2014. The new system will be fully in place in June of 2014 and will reduce risks associated with lack of timely preventative maintenance. The new system will also provide quicker identification of equipment issues, which will assist future capital equipment planning.

Financial Overview

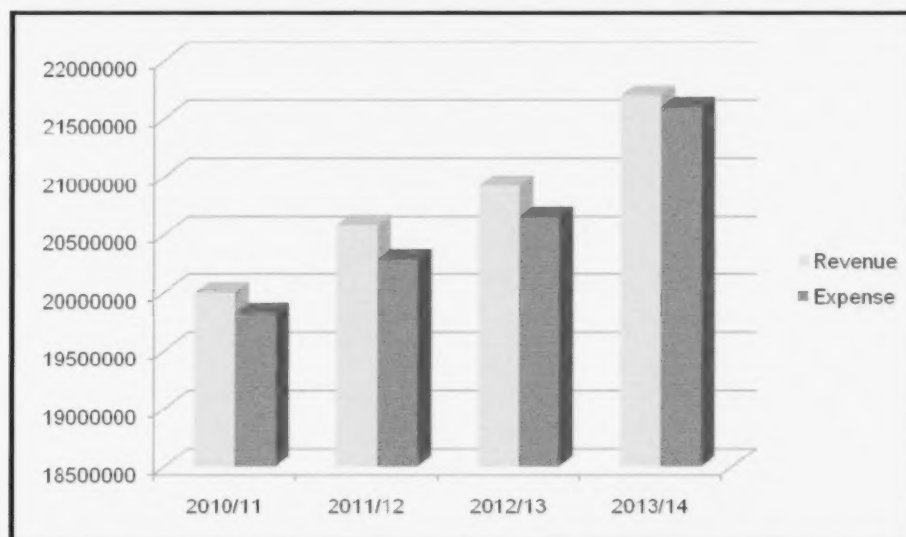
The health region budgeted for revenue of \$212,818,800 with actual revenue of \$216,975,817. Operating expenditures of \$210,759,397 were budgeted in 2013-14 with actual expenditures of \$215,945,781. Throughout the year, Sunrise Health Region managers reviewed monthly variance reports to monitor compliance with their program/department budget.

The 2013-14 year ended with a surplus of \$1,030,036 of which \$2,873,107 was for allocation of required transfers to the Capital fund for mortgages, energy loan and reserve funds leaving Sunrise with a reduction in our general operating fund of \$1,843,071.

The majority of this deficit is in the compensation expenditures, which exceeded budget due to high sick time replacement and higher than budgeted wage driven premiums. The deficit is also due in part to higher levels of complex care requiring one-on-one care for some residents, and reciprocal billing revenue less than expected due to fewer than expected clients from other provinces accessing services in the region.

Year-End Financial Comparisons

The chart below is a visual of year-end comparisons. For 2013-14, actual revenues were \$216,975,817 and actual operating expenditures were \$215,945,781. The significant increase in the bar graph for 2013-14 (revenues and expenditures) is due to collective bargaining payments and 2012-13 retroactive collective bargaining payments, paid-out in 2013-14.



Business Continuity Plans

Sunrise Health Region has plans in place for continuance of health services in the event of a major disaster, emergency, pandemic, labour disruption, and illness outbreak or service interruption.

The Illness Outbreak Response and Communication Plan standardized illness outbreak responses and guides staff when the Medical Health Officer declares significant illness outbreaks.

The Essential Services Plans are in place to ensure the public is protected from danger to life, health and safety during periods of job action.

Future Outlook and Emerging Issues

At the close of 2013-14 fiscal year, Sunrise Health Region is pleased to report significant gains in access and reduced waits in service for clients as well as improvements of inventory control and reduction of costs associated with the new Saskatchewan Healthcare Management System and the continuous incremental improvement structures of lean. The 33 people currently enrolled in Lean Leader training will provide leadership to accelerate improvements in 2014-15. Examples of gains in 2013-14 are:

- Elimination of the wait list for mental health and addictions services, implementation of a Crisis Assessment Team, and creation of a shared appointment calendar. The shared calendar enables clients to be booked for follow-up appointments during their initial visit.
- Improved access to diabetes education with a streamlined process, eliminated unnecessary client trips to the doctor for blood work, and engaged community pharmacists in referrals to the service.
- Smoother transfers and improved communication between Sunrise and Regina Qu'Appelle Health Regions resulting in 140 more "bed days" annually and improved notification to clients of the timeline to discharge.
- Reduction of wasted food inventory by better allocation of refrigeration space and using a "first in – first out" system for products with expiry dates, elimination of unnecessary items in storage, improved access and reduction in the time associated with locating items, and 50% reduction in order placement time.
- An Integrated Primary Health Care Centre was started in Yorkton with outreach to Foam Lake.
- Following lean work in the Food Services department and a 3P design event held in 2013-14, Sunrise Health Region will be building custom designed equipment in 2014-15 to reduce the time to assemble food trays. This will result in more production capacity and optimizes the temperature control of patient food.
- The Pharmacy department applied a lean process called "Kanban" to all medication rooms, including the storage area. The result was savings of \$76,000 in the inventory ordered and stocked by care units, and an 84% reduction in expired inventory in an affiliate facility.

Despite tremendous effort, Sunrise Health Region ended the year with a small financial deficit. The region was not able to reduce sick time and wage driven premium costs sufficiently to meet regional targets. The ripple effect of sick time and injury, overtime and premiums spirals the region's finances downward and impacts funds available for health services. In 2014-15, the health region is focusing on strategies to optimize straight time scheduling and strategies to reduce sick time and employee injury. Chemotherapy patient numbers continue to rise. This growth results in financial pressures as the chemotherapy service draws from the operating budget.

Old infrastructure presents considerable risk in Sunrise Health Region with many aged buildings in the region. Major infrastructure repairs to the Invermay Health Centre were completed and the residents moved back to the home in October 2013. Repairs to all of the ceiling beams in the dining and kitchen areas of Canora Gateway Lodge were completed; however, replacement is still pending for flooring damaged during the repairs. Aged buildings were the cause of water issues in the Yorkton, Esterhazy, Ituna, and Saltcoats facilities in 2013-14 requiring repairs to plumbing and drainage systems. In 2014-15, the region will complete asbestos abatement in high priority areas. Keeping pace with technological advancements in health care is a challenge as the region continuously adapts both our physical structures and employee/physician training. The benefits are so great that we need, as a province, to continue driving technological advancements forward on behalf of the people that we serve. Maintenance and adaptation of our infrastructure continue to be a high priority.

Capital funding for 2014-15 remains at 2013-14 levels. The health region will look for other options to address capital needs; including leasing. As one mitigation strategy, the health region went live, June 2014, with a region-wide computer system that tracks preventative maintenance and alerts of upcoming maintenance requirements.

For the first time in over 10 years, there was a small reduction in the percentage of population over the age of 65 years. The health region has seen a decline in wait lists for long-term care; however, the population remains the oldest in the province by a significant margin (20.9% Sunrise vs. 14.4% Saskatchewan). There was an increase in the total population in 2013-14 and it is expected that the expansion to the Parkland Regional College in Yorkton, currently under construction, will further draw youth to the region, with an expected 300 additional students.

Supporting Documents Available

The following documents are available from the Sunrise Health Region at www.sunrisehealthregion.sk.ca or by calling (306) 786-0110.

- Five Year Strategic Plan
- Hoshins (Breakthrough Strategy) 2013-14
- Balanced Scorecard
- Health Status Report
- Information Management Plan
- Physician Resource Plan
- Customer Engagement and Service Expectation Plan

Payee Disclosure List

As part of government's commitment to accountability and transparency, the Ministry of Health and Regional Health Authorities disclose payments of \$50,000 or greater made to individuals, affiliates and other organizations during the fiscal year. These payments include salaries, contracts, transfers, supply and service purchases and other expenditures.



**SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2014**

As part of government's commitment to accountability and transparency, the Ministry of Health and Regional Health Authorities disclose payments of \$50,000 or greater made to individuals, affiliates and other organizations during the fiscal year. These payments include salaries, contracts, transfers, supply and service purchases and other expenditures.

Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total \$50,000 or more

AARRESTAD, CRYSTAL	88,086	BADOLES, CHRISTINE	85,537
ABDAI, LAURETTA	110,104	BADOWICH, WILLIE	75,020
ABDON, ANNALYN	62,039	BAERR, JUDY	61,572
ABDON, JEFFREY	98,874	BAJUS, STEPHANIE	79,427
ABE, TOMOKO	86,711	BALACHANDRAN, SREEDIVYA	73,792
ABRAHAMSON, DAWNA	116,019	BALACKO, DEE ANNE	86,690
ABRAHAMSON, THERESA	85,093	BALCOBERO, CHRISTINN	95,754
ADAMS, BEVERLY	50,059	BALI, VIVIAN	50,852
ADAMS, JAIME	117,946	BANCE, ADAM	95,925
AIREY, SYLVIA	80,224	BARABASH, SHELLEY	50,811
ALBERS, DONNA	106,821	BARAGAR, DONNA	69,061
ALBERTS, DONALEE	66,360	BARAN, JUDY	66,900
ALLEN, BONITA	62,015	BARANIUK, KALEIGH	59,872
ALLEN, DEREK	71,649	BARKER, LORRAINE	100,786
ALSPACH, LISA	84,028	BARR, DARLENE	53,705
AMY, KIERSTEN	100,142	BARTESKI, ANDREA	83,727
ANDERSON, ANNE	94,318	BARTOK, DEANNA	98,779
ANDERSON, ANNETTE	52,399	BASSINGTHWAITE, JOYCE	87,083
ANDERSON, LORNA	69,920	BATALLONES, ANGELIC C	107,167
ANDRES, RYAN	83,129	BAUTISTA, DONNA DES	107,502
ANDREW, H ELAINE	101,879	BEAHM, NATHAN	110,040
ANGUS YANKE, MARY	70,810	BEAR, CHERYL	112,995
ANTONY, MEGHA	53,037	BEAR, SHEILA	143,394
ANUIK, JOAN	153,793	BEATTY, DONNA	104,036
ARCHYANGELIO, YVETTE	101,840	BEATTY, LAURA	101,928
ARENAS, MYLENE	97,971	BEBENEK, DARIN	52,339
ARESHENKO, MARGE	100,922	BECHAYDA, JEANIEVA	74,786
ARNESON, BRIANNA	105,156	BECK, BRENNAN	70,747
ARNOLD, MEGAN	81,030	BECK, SUZANNE	73,834
ARNOLD, SANDRA	128,541	BECKER, BRENDA	90,083
ARTATES CHAN, RICHELLE	95,882	BECKER, THERESA	51,212
ARVAY, LORRAINE	57,461	BELANGER, LOUISE	81,403
BABYAK, CAROLYN	116,040	BELL, KORY	68,170
BABYAK, TWYLA	108,722	BELL, SHERRY	105,347
BACHEWICH, JANICE	96,507	BELLAMY, DANIELLE	56,981

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Listed are individuals who received payments for salaries, wages, honorariums, etc. which total \$50,000 or more

BELLEGARDE, CANDICE	101,506	BREITKREUZ, JAYNELLE	95,627
BERARD, RHONDA	65,819	BREITKREUZ, LAURIE	76,686
BERGER, BEVERLY	77,720	BREITKREUZ, MARTHA	89,904
BERGLUND, SUSAN	57,389	BRENNER, DONNA	56,545
BERMEJO, CRISTINA	59,457	BREWER DUDA, JENNIFER	50,899
BERMEJO, NOEL	60,291	BRODA, CHRISTY	92,177
BERNAL, MARIAHJOE	100,588	BRODA, NANCY	71,895
BERNATH, LORIE	73,494	BRODA, TANNIS	81,166
BERRE CLOTH, KAREN	76,366	BROOKS, BRENDA	71,546
BETKER, NOLA	73,103	BROWN, GERALDINE	51,055
BEWCYK, KERRY	56,417	BROWN RAYNER, ROXANE	91,311
BEZAIRE, COLETTE	59,771	BRUCE, RICHARD	55,365
BICOMONG, JONAS	84,745	BRUECKMAN, KAYLENE	62,490
BICOMONG, KIM	68,011	BRYKSA, GWEN	56,177
BIELINSKI, TRACY	69,934	BRYMER, DORIS	108,316
BIRCHARD, CHRISTINE	113,870	BUCHINSKI, LEANNE	94,430
BISHOP, RHONDA	82,729	BUCHINSKI, SHARON	95,498
BJORNERUD, LAURIE A	72,663	BUCKBERGER, WANDA	109,499
BLACK, STACY	131,531	BUCSIS, KIMBERLY	119,371
BLENNER HASSETT, BONNIE	81,809	BUDD, PATRICIA	68,842
BLOMMAERT, BAREND	73,937	BUENNEKE, SANDRA	56,948
BLOMMAERT, HIDY	118,586	BUETTNER, KATHERINE	71,991
BOAL, TESSA	70,708	BUHLER, DEBBIE	90,307
BODNAR, JOANNE	119,261	BULYCH, KRISTEN	74,118
BODNARYK, RANDY	72,586	BUMAGAT, JHOANA PA	134,759
BOHN, DEBORAH	127,888	BURBACK, DWAYNE	103,179
BOMBERAK, KAILIE	73,791	BURNS, BRYCE	75,400
BOMBERAK, TANIA	71,138	BURRELL FOWLER, KAMELIA	92,594
BONE, ROBERT	53,396	BYBLOW, JACQUEL	93,961
BORGFORD, BEVERLEY	85,862	BYCZYNSKI, BEVERLEY	80,186
BORYS, KIMBERLEY	65,568	CALEF, SUSAN	58,605
BOT, CORRINE	56,730	CAMERON, CAROLYN	101,718
BOT, RANDY	85,281	CANFIELD, LINDA	105,175
BOTHNER, ANGELA	57,357	CANNON, JANET	78,342
BOURNE, COLLEEN	80,695	CANNON, WILLIAM	112,118
BOWES, DONNA	62,116	CARNDUFF, KAREN	69,774
BOYCE, TWILA	98,384	CASALMER, JORIE LEI	68,276
BOYD, KEELY	77,541	CASTILLO, JUDAE ANN	104,444
BRACEWELL, GRACE	101,984	CASTILLO, VINCENT B	67,812
BREITKREUZ, ANNE	56,315	CENTINO, IVY	107,136

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CHABOREK, CHELSEA	60,331	CYMBALISTY, PHYLLIS	101,281
CHARETTE, COURTNEY	59,434	CYR PHILIPCHUK, SUSANNE	134,338
CHASE, MELANIE	75,775	DALES, CHERYL	101,762
CHASE, SHELLEY	119,863	DAREICHUK, BRANDY	63,262
CHERNEY, ERICA	67,727	DAREICHUK, RUTH	118,483
CHERNOFF, CARLA	59,410	DAUM, GAYLE	108,211
CHESNEY, CHERYL	56,936	DAVIS, KELLY	50,139
CHEVRIER, MELANIE	74,784	DAVIS, LORELEE	83,868
CHEVRIER, SUZANNE	50,790	DEBNAM, MARILYN	86,913
CHISHOLM, MEGAN	59,594	DECORBY, ALLISON	77,334
CHOAT, DARCY	97,229	DEDMAN, BRENDA	77,724
CHOPTUIK, KAREN	76,392	DELEURME, NANCY	92,719
CHOPTY, LEONA	79,235	DELONG, KAREN	54,795
CHRISTOPHER, GLEN-MARY	85,875	DEMCHUK, ANITA	72,749
CHUPA, BRIAN	102,786	DENBROK, ANITA	57,717
CHUPIK, TERESA	88,929	DENESIK, RHEA	59,645
CHURKO, JOANNE	198,725	DENNIS, LORRAINE	114,233
CHUTSKOFF, LYNDA	56,678	DENYSEK, CHRISTINA	205,052
CHYZ, CORY	50,716	DERENIWSKY, KRISTEN	83,942
CLAIRMONT, JOANNE	58,878	DESWIAGE, EILEEN	93,557
CLARK, HELEN	133,715	DETILLIEUX, JASON	70,250
CLARKE, LINDA	74,668	DEVRIES, KATHERINE	65,908
CLEMENTS, SHEILA	82,479	DIERKER, JEAN	76,769
CLOUTIER, MARIAH	60,792	DIERKER, TAMSEN	95,124
COBB, JANICE	61,572	DILTS, JUDITH	114,649
COLEMAN, DEBBIE	82,158	DIMALANTA, LHEIZA	69,232
COLTEA, COSMIN	76,662	DIMAPILIS, MYLA	120,125
COMBRES, GILBERT	90,109	DIONNE, ALICE	62,832
COOPER, ELISSA	65,622	DIXON, BELINDA	75,916
CORNWALLIS BATE, CHARLENE	109,386	DOBKO, KIM	96,700
COTE, JANICE	51,548	DOBKO, ROBIN	60,211
COTE, SANTANA	85,449	DOLTON, LORRAINE	50,768
COTTENIE, DEBORAH	110,909	DONGLA, KATHLEEN	83,632
COURTNEY, JOY	50,128	DONGLA, NESTIE	152,609
CRANWELL, CATHY	69,303	DREGER, CHRISTINE	65,880
CRISANTO, ALVINCITO	143,416	DUBNYK, NANCY	128,123
CRISANTO, DAWN REIT	88,237	DUBREUIL, MARIE	71,624
CROW, DANETTE	102,079	DUDA, SUSAN	125,816
CRUICKSHANK, KAREN	64,772	DUDLEY, SHANNON	68,593
CURSONS, MELISSA	86,479	DUFF, BARBARA	97,878

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DUMKA, SHERI RAE	94,665	FISHER, CHRIS	75,164
DUNCALFE, ROGER	81,232	FISHER, JULIA	63,512
DUNCAN, SHERRY-LE	92,065	FISKE, DANIELA	104,965
DURSUN, SHARM	78,037	FLAMAN, JANICE	101,199
DUTCHAK, MONICA	105,266	FLEGER, KIMBERLY	74,623
DYCER, AIMEE	50,593	FLORES, LIDIA	50,920
DYKER, LYNN	80,523	FLUNDRA, CONNIE	86,988
EDEL, KERRI	59,507	FOGG, MARIANNE	92,409
EDLIN, ROBERT	92,478	FOGG, SHELLY	79,977
EDWARDS, VALERIE	99,177	FORBES, SACHA GAY	114,005
ELASCHUK, SUZANNE	78,411	FOSTER, MANDIE	54,023
ELLIOTT, TERESA	60,414	FOX, SHERRELL	118,090
ELLIS, JACKIE	74,361	FRANKE, JULIETTE	60,686
ELMY, VERENE	90,892	FRANKLIN, ROXANNE	75,066
ERHARDT, LORETTA	99,079	FREDERICKSON, JUDY	116,069
ERICK, DARIS	52,119	FRICK, GRACE	86,497
ERICKSON, GLENDA	75,783	FRICK, LAURIE	55,353
ERICKSON, TRACY	66,348	FRITZKE, JANICE	105,380
ESKRA, BRANDON	86,903	FROELICH, PERRY	100,280
ESKRA, MARCY	71,155	FROH, PENNY	105,822
EUGIN, REGIN	94,182	FUCHES, BEVERLEY	90,462
FAHLMAN, JEANETTE	105,862	FULLAWKA, KIMBERLY	65,095
FALKINER, CHARLENE	108,984	GABRIEL, DONALD	102,405
FALLOWS, BRIAN	69,264	GARTNER, HEATHER	73,238
FARKES, WANDA	72,206	GAUDET, MEGAN	74,838
FAWCETT, KIMBERLY	136,435	GAUDRY, JON	77,089
FAYE, SHELLY	95,691	GEMBey, DEBORAH	75,007
FEDAK, MARCELLA	66,763	GERMAN, DAYNA	103,644
FEDORAK, GAIL	93,241	GERO MAY, WENDY	93,349
FEDORCHUK, KATHY	75,842	GERVASIS, JIJOMON	93,806
FEDUN, RICHARD	59,451	GHATTI, RINI	51,663
FENNING, CRAIG	74,215	GIBB, KENDRA	56,788
FENWICK, SHERILYN	102,121	GIBNEY, S. COLLEE	87,932
FERGUSON, LANALEE	50,033	GLODOVEZA, ELOISA	107,604
FERGUSON, HOLLY	88,951	GOGOL, LINDA	52,813
FICHTNER, TRACY	67,220	GOODMAN, CINDY	55,584
FIEGE, CHELSEA	84,477	GOODSON, GRANT	56,801
FIEGE, PATRICIA	78,556	GOTENGCO, JACQUELIN	56,267
FIELDING, ROGER	77,446	GRIFFITH, WENDY	81,451
FINNIE, NEIL	77,344	GRODZINSKI, LISA	88,885

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GROFF, HEATHER	58,301	HILDEBRANDT, CRYSTAL	92,089
GRYWACHESKI, ASHLEY	81,555	HILDERMAN, CHRISTEN	60,933
GRYWACHESKI, DEBORA L	99,023	HILTON, FRED	95,175
GUERRERO, MARK	77,375	HNATYSHYN, WANDA	66,536
GULKA, BECKY	75,226	HOLLINGER, LEANNE	118,875
GULKA, LESLIE	127,593	HOLMES, DENISE	78,541
GULKA, TRACY	73,299	HOLZMANN, JACQUEL	105,649
GULRUD, JOHN	67,354	HONEYWICH, BRIAN	70,657
GUNTHER, MARCY	51,531	HONEYWICH, SHERI	74,136
GUSTAFSON, EUNICE	74,011	HORDICHUK, ERNEST	158,328
HAAS, JANNAH	86,521	HORNUNG, DIANA	105,659
HABERMAN, JOAN	57,351	HORNUNG, KYLA	55,602
HADUBIAK, CONSTANCE	71,143	HOTOMANI, TASHA	68,312
HAHN BROWN, NOREEN	64,229	HOTZAK, YVONNE	124,935
HALAREWICH, SHERYL	80,496	HOUDEK, BRITTON	69,883
HALCHYSHAK, DONNA	68,825	HOVDE, CAROLE	119,103
HALE, RALPH	53,487	HOWARD, ARLETTE	100,573
HALL, CYNTHIA	56,962	HOWARD, KIMBERLY	106,066
HALYK, EDITH	95,828	HOYT, KIMBERLEY	101,697
HALYK, MARCIE	50,316	HREBENIK, MELISSA	54,745
HALYK, THERESA	102,592	HRENYK, JEANETTE	54,611
HAMMOND, CLAIRE	61,007	HUBER, KEVIN	94,605
HANCOCK, MARGARET	130,719	HUBER, LEANNE	89,657
HANKE, ORMANDA	70,346	HUCKABAY, ANTHONY	118,030
HANNAH, JANICE	70,904	HUCKABAY, KRISTY	57,393
HANSON, CINDY	50,298	HUDYE, HOLLY	92,268
HARGEST, DONNA	50,650	HUNKO, LANA	75,627
HARPER, ALISON	62,423	INAYAT, UMBERTO	116,269
HASSETT, TRACY	92,336	IRVINE, PEARL	54,269
HATTON, IRENE	75,259	JACK, FAYE	56,493
HAUSER, BONNIE	67,054	JACKSON, ADELE	105,855
HAUTZ, CHELSEA	78,289	JACOB, CARLA	73,761
HAWKINS, RHONDA	64,848	JACOB, REEN	88,427
HEGEDUS, MELVINA	95,616	JACOBSON, SCOTT	111,596
HERMAN, CANDICE	79,254	JACQUES, MICHELLE	58,079
HERPERGER, JANICE	69,631	JALMANZAR, ROLDAN	89,093
HESHKA, GEORGETTE	64,032	JAMIESON, KARA	57,500
HESKIN, CAROL	98,228	JANSSEN, COLLEEN	75,982
HICKIE, LINDSAY	69,488	JANZEN, BRIAN	65,222
HICKIE-HARTL, LAURIE	65,936	JANZEN, MELISSA	60,296

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JARVIS, JODI	71,076	KINCH, DENISE	65,599
JARVIS, LEE	50,205	KINDIAK, KIMBERLY	54,495
JASAN, CINDY	58,647	KIRKHAM, SHERI	50,143
JAYASINGHE, SHERANGA	123,796	KIRSCH, TAMMY	54,779
JAYASREE, SARANYA	93,348	KIRSCHMAN, KELLY	62,097
JENDRASHEKE, CARRIE	57,196	KITCHEN, DEBRA	72,837
JOHN, JINIL	59,584	KITCHEN, RONALD	67,758
JOHNSON, CATHERINE	95,060	KITZUL, LAURIE	62,079
JOHNSON, DEBBIE	78,240	KLAPAK, DANA	68,910
JOHNSON, FJOLA	54,286	KLAPATIUK, JANET	151,294
JOHNSON, SHEILA	65,622	KLUK, DAVID	104,970
JOHNSTON, ANDREA	72,879	KLUK, GEORGETTE	105,537
JONSON, LOIS	51,086	KLUK, SHELLEY	89,964
JOSEPH, EBIN	87,599	KLUS, BETTY	83,601
JOSEPH, LESLINE	98,965	KNECHT, KIMBERLEY	74,925
JOSEPH, SWAPNA	124,411	KOBAN, GERALDINE	100,190
JOSEPH, THARUN	95,039	KOHLERT, CAROL	80,864
JOY, ASHAMOL	99,018	KOLISNEK, CAROL	66,435
JOY, JOEMON	89,664	KOLISNEK, KEN	72,950
JUDD, GLENDA	50,003	KOMINETSKY, DENISE	70,863
JUST, KRISTA	65,632	KONAN, MELODY	104,216
KABATOFF, ANGELINA	87,007	KOPAN, LORETTA	53,502
KACZUR, KIRSTIN	85,346	KOROLUK, ANGELA	60,449
KACZUR ZIMMER, SHERRIE	117,010	KOSEDY, CAROL	65,100
KAISER, SHANNON	109,945	KOSKIE, SUSAN	105,792
KAMALASANAN, ALAKA	86,879	KOSOKOWSKY, CRAIG	58,669
KANNENBERG, ANITA	98,405	KOTKO, JUSTIN	70,319
KARDYNAL, LORI	50,090	KOZUN, LEANNE	72,813
KARKUT, BERNADETT	98,710	KRASOWSKI, TAMARA	62,023
KASPRICK, TIM	79,368	KREKLEWICH, BEVERLEY	54,027
KAUR, TARANDEEP	86,853	KRETT, JENNIFER	62,031
KEEP, BRYANA	66,452	KROCHAK, CARLA	111,897
KEIL, FERN	86,969	KROCHAK, SHERRILEE	54,359
KELL, LISA	93,489	KRYKLYWICZ, PATRICIA	94,615
KELLEN, JOY	92,783	KUANG LING WANG, JASON	63,391
KELLER, DEREK	106,118	KULCSAR, BEVERLY	56,152
KELLER, LORI	101,089	KULCSAR, MICHELLE	90,646
KENNEDY, DAWN	124,824	KUNKEL, RUTH	76,369
KENTEL, JACKELYN	86,017	KUNTZ, HEIDI	86,536
KIDDER, MICHELLE	112,096	KUSPIRA, PAT	105,217

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KYRYLUK, SABRINA	98,779	LIVINGSTONE, LILIA	65,246
LAEVENS, BERNADINE	65,024	LIVINGSTONE, PATRICK	115,071
LAGO, JOHLET	57,065	LOMBARD, HERMANUS	417,051
LAJEUNESSE, KATHALEEN	72,595	LONG, JENNIFER	85,415
LAMBERTY, L CELESTE	59,649	LUBINIECKI, BRENDA	73,085
LANDSTAD, AUDREY	101,057	LUTZ, KAREN	98,742
LANDSTAD, SHANN	54,266	LUTZ, YVONNE	81,801
LANGAN, RENEE	104,201	LYS, LESLIE	58,689
LAROCQUE, BERNADINE	50,263	LYSAK, LORRAINE	98,657
LAROCQUE, COLLEEN	78,176	LYSIUK, DEBRA	104,402
LAROSE JUNEK, LISA	62,633	MACKAY, DALE	83,082
LARSON, DORIAN	68,568	MACKENZIE, BRENDA	86,643
LARSON, LORI	100,063	MACLEAN, BRENDA	103,660
LATHAM, RONNELL	71,279	MACZA, SHELLY	82,334
LAURENT, SUANN	305,229	MAGA, VICTORIA	69,244
LAUTENSCHLAEGER, GALINA	54,557	MAGDUGO, JANNETTE	99,928
LAVALLEE, VALERIE	50,787	MAGER, BRENDA	62,128
LAVIOLETTE, WILMA	80,711	MAKOWSKY, ROSE MARI	56,177
LAW, VERNA	77,725	MAKSYMETZ, HAROLD	83,659
LAWRENCE, GERARD	94,413	MAKSYMIW, DORIS C	77,733
LAYCOCK, TERESA	61,859	MALAYNEY, CHARLENE	94,208
LAZARUK, ARLENE	50,791	MANDZUK, SHELLEY	76,652
LAZARUK, VANESSA	75,344	MANUM, MELISSA	92,912
LAZURKO, DONNA	84,710	MARIANO, DOREEN	115,039
LEGGE, KAREN	95,640	MARSHALL, MELANIE	93,100
LEIS, CAROLYN	68,558	MARTELL, KERRY	73,245
LEMAIRE, JANET	66,928	MARTIN, JENNIFER	106,051
LEMIEUX, DEBBIE	53,199	MARTIN, LORI	60,684
LEONARD, KAREN	79,326	MARTINEZ, FERRY	109,176
LEONARD, SERGE	103,234	MARTINOOK, TRACEY	93,058
LEONOR, CLINT	96,655	MATISHO, MARGARET	93,429
LEPPINGTON, BRENDA	92,453	MATSALLA, DEBORAH	62,473
LIEBRECHT, WILMA	92,603	MAURER, VIRGINIA	78,551
LIEBREICH, VERNA	74,028	MAYER, JOEL	81,002
LIM, MARITESS	145,623	MCCARTHY, MICHELLE	77,797
LINDENBACH, ROBERTA	51,614	MCCLINTON, SYLVIA	64,744
LINGL, ARLENE	77,757	MCCORMICK, DONNA	131,887
LINK, DEBRA	89,391	MCDOUGALL, DIANE	133,450
LITZENBERGER, SARAH	81,676	MCGILL, GLENN	132,033
LIVINGSTON, HEATHER	78,455	MCGILLIVRAY, SONYA	60,945

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MCIVOR, MEGAN	90,906	MROZOWICH, APRIL	81,793
MCKEE, BRENT	78,517	MROZOWICH, JERRY	81,988
MCKEE, DENISE	80,433	MUCHA, LANA	88,963
MCKENZIE, TAMMY	73,486	MUIR, CATHERINE	114,540
MCLAREN, MARIA	93,666	MURPHY PARK, JACKIE	72,283
MCLAUGHLIN, JENNIFER	64,075	MURRAY, BRENNIA	74,145
MCLEOD, DONNA	82,770	MURRAY, CARA	67,824
MCMORRIS, BONITA	72,985	MURRAY, SANDRA	103,042
MCNEIL, KELLY	95,690	NACLIA, AMBER	55,988
MCVEY, KAELYN	66,961	NACLIA, WENDY	82,175
MCVEY, LAUREN	86,912	NADUVILAVEETIL J, GIFFY	85,318
MEADOWS, TANIA	74,980	NAGY, MELANIE	82,737
MEHLING, CHARMAINE	102,622	NAGY, RONNA	76,361
MELNECHENKO, CURTIS	58,427	NAGY MALINOSKI, CORREEN	105,546
MELNECHENKO, MARGO	77,170	NEEDHAM, DIANNE	92,436
MELOWSKY, PETER	67,443	NELSON, JANE	120,659
MENDOZA, MARY GRAC	109,682	NEUBAUER, SHANNAN	116,441
MESS, LINDA	88,254	NEUFELD, ARLENE	62,483
METZLER, BETTY	104,771	NICHOL, LYNN	97,483
METZLER, CAM	61,199	NIEBERGALL, TAMARA	59,593
MICHALCEWICH, WESLEY	56,261	NIVARTHIL KUTTAP, SHINTAMOL	73,922
MICHALCHUK, KENNETH	72,018	NIXON, JASMINE	71,144
MILBRANDT, FAITH	51,606	NORDIN, AMY	96,855
MILBRANDT, MARLON	107,717	NORTON, FAITH	77,822
MILLER, DIANE	62,847	NOVAK, SHARLENE	72,538
MILLER, JUDY	51,757	NOVAK, TARA	83,583
MILLER, WADE	87,431	NSUNGU, MANDIANGU	262,712
MILO, SHARON	81,611	NUANTA, TIWAWAN	80,171
MOLNAR, GRANT	73,772	NUSSBAUMER, GLENDA	68,032
MOLNAR, KARA	94,344	NYSTROM, TANYA	86,872
MOORE, ANGELA	77,610	O DONNELL, KERRY	72,276
MOORE, LAUREL	87,963	OJO, ABIOLA MA	58,498
MOORE, MELISSA	51,451	OKRAINEC, LOIS	91,925
MOORMAN, TINA	60,839	OKRAINETZ, LAURAL	61,556
MORASH, KAYLA	77,889	OLEYNIK, MABEL	76,397
MORASH, LORI	109,257	OLIJNYK, MICHELLE	133,454
MORGAN, CRIS	84,353	OLSHIEWSKI, KEITH	67,924
MORIN, BREANNA	50,016	OLSON, TANNIS	73,080
MOSELEY, DIONNE	115,933	OLYNYK, DEBBIE	70,408
MOTTER, SHARON	51,602	OLYNYK, PHYLLIS	76,403

SUNRISE REGIONAL HEALTH AUTHORITY
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For the Year Ended March 31, 2014

Personal Services

(Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total \$50,000 or more

ONESCHUK, CRISSY	50,768	PATUREL, LACY	53,577
ONESCHUK, RHONDA	59,985	PAWLIW, LOIS	75,207
ONSLow, DARLENE	105,431	PEARSON, SHIRLEY	80,048
ONSLow KITZAN, DEBRA	103,410	PEDDE, JOYCE	53,255
OROSZ, HILARY	52,930	PEET, CHRISTOPH	82,481
OROSZ, LINDA	67,391	PEET, SAMANTHA	70,718
ORTYNSKI, LEANNE	51,510	PELECHATY, CARLA A	99,106
OSECKI, LEANNE	99,528	PELECHATY, DEBORAH	55,109
OSICKI, TIFFANY	88,782	PENNER, TRACY	57,739
OSTAFICHUK, MAYNARD	92,176	PEREPIOLKIN, PATRICIA	103,516
OSTAPOWICH, VICTORIA	55,690	PEREZ, ESPERANZA	99,236
OWCHAR, STEPHANIE	57,080	PERRAULT STREETE, LISE	94,015
PACEY, BEVERLEY	118,586	PETERSON, COURTNEY	50,624
PACHOLKA, BRENDA	92,583	PETRACEK, SUSAN	54,446
PADAR, SANDRA	53,997	PETRIE, ELEANORE	87,356
PADDOCK, CARMELLE	84,570	PETRYSHYN, PATRICIA	55,092
PADOLINA, RINA	71,107	PFEIFER, KIMBERLEY	84,249
PADUA, TERESA	96,239	PICKARD, VIRGINIA	99,481
PAKISH, DONNA	57,284	PILIPOW, JANICE	76,658
PALCHEWICH, ELIZABETH	100,723	PINDER, LENORE	91,932
PALLAN, HARPREET	97,030	PINDUS, SHAWN	94,543
PALMARIN, FRANCESCO	67,561	PLANEDIN, JOAN	98,275
PARKER, PATRICIA	103,290	PODOVINNIKOFF, JANIE	98,927
PARKER, SHARON	53,751	PODOVINNIKOFF, TERRYLINE	81,772
PARKER, TANYA	50,430	POLK, SHERRY	75,674
PARKS, LONI	70,541	POLLOCK, SHAUNA	106,743
PARKVOLD, CARRIE	93,362	POLOWICK, INA LEE	81,833
PARKVOLD, JASON	93,148	POLOYKO, ANDREA	71,064
PARMAR, ANDREA	68,657	POLVI, MARCIA	58,205
PAROLIN, VANESSA	64,781	PONCSAK, DEAN	58,562
PARSONAGE, CARA	64,681	POPOFF, ANNETTE	52,185
PARSONS, GAIL	107,875	POPOWICH, CHERYL	78,559
PARUNGAO, NANETTE	52,378	POPOWICH, KELLY	50,390
PASIECHNYK, LINDA	68,943	POWELL, TRICIA	62,768
PASKARUK, ROBERT	55,730	POWERS, KIMBERLEY	71,706
PASLOSKI, BRENDA	82,051	PRIER, JUDI	50,351
PATINO, SHIELA	87,210	PROBE, JUDY	84,910
PATRICK, CONNIE	81,998	PROKOPETZ, LISA	73,641
PATRON, ALYSIA	68,041	PROTSKO, BRENDA	53,186
PATRON, ARLENE	72,416	PROTZ, SHARON	63,179

**SUNRISE REGIONAL HEALTH AUTHORITY
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Personal Services

(Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total \$50,000 or more

PRYCHAK, SHERI	113,283	RUF, CHANTEL	93,030
PRYHITKA, JOCELYN	50,412	RUF, JUSTIN	99,843
PSHYK, DELORES	55,788	RUF, LINDA	62,530
PSHYK, PETER	51,436	RUF, WENDY	64,235
PUCKETT, SHELLY	85,202	RUSNAK, JANNA LEA	114,321
PUNZALAN, ELILOU	109,857	RUSSELL, AMANDA	55,699
PUTHUKALLEL VARG, BLESS	101,892	RUSSELL, ANNA	100,778
RAC, ZLATICA	78,253	RUSSELL, HEIDI	74,252
RADA, LINA	110,796	RUTEN, ELIZABETH	70,211
RAE, IRIS	104,729	RUTZKI, KIM	86,995
RAE, KATHERINE	72,686	RYCZAK, PAMELA	56,345
RAJAN, DIGINA	52,385	SAALMANN, BEATE	83,413
RAMM, JOHN	69,838	SALBERG, CARLY	52,915
RANSOME, KAREN	51,472	SANCHEZ, CARLON	140,285
RANSOME, LISA	78,563	SANCHEZ, MARIA MEL	76,613
RANSON, JUDY	53,779	SAPINOSO, JONABELLE	107,368
RATHGEBER, LISA	52,719	SARMIENTO, RAELENE	65,131
REAL, VANESSA G	87,539	SAUSER, LEANNE	60,002
REDENBACH, TARA	102,094	SAWKIW, KAREN	105,441
REGIMBAL, RENEE	90,687	SCHAAB, LORETTA	73,157
RELATADO, ESTRELLA	51,071	SCHAAN, CANDACE	82,184
RENKAS, ELEANOR	62,220	SCHENDEL, LYNAE	58,866
RENKAS, SHELLEY	127,262	SCHERLE, DALE	90,891
REUSCH, KIM	50,422	SCHICK, DELORES	89,918
RIEGER, LINDA	106,585	SCHICK, JENNIFER	123,164
ROBERTSON, GAYLEEN	108,547	SCHILL, KRYSTAL	79,338
ROBERTSON, SHARLESE	53,968	SCHILL, RACHELLE	56,539
ROBINSON, ROBIN	83,979	SCHLECHTER, JAMIE	65,152
ROBINSON WALTERS, MARCIA	97,605	SCHMIDT, DEBORAH	143,648
RODEN, AMANDA	64,328	SCHMIDT, KENT	123,487
RODGER, PEGGY	178,477	SCHMIDT, SHANNON	97,805
RODRIGUEZ, MA OLIVIA	117,625	SCHUTZ, SHARI	69,016
ROGG, COLEEN	70,665	SCHWINDT, PHILLIP	63,640
ROKOSH, BONNIE	57,201	SCHWITZER, JENNIFER	57,584
RONDEAU, MICHELLE	59,832	SEDLEY, KENDRA	72,063
ROSS, ROANNA	101,149	SEELEY, WENDY	112,352
ROZDEBA, CRES	68,907	SEMESCHUK, LEANNE	107,720
RUDACHYK, COLLEEN	60,294	SEMESCHUK, RODNEY	62,114
RUF, AIMEE	67,685	SEMILLANO, CHERRY PI	70,502
RUF, BRIAN	53,134	SEMKO, CHANTEL D	59,040

SUNRISE REGIONAL HEALTH AUTHORITY
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Personal Services

(Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total \$50,000 or more.

SERNOWSKI, SHARNA	64,685	SPYKERMAN, SUZEL	61,762
SEVERSON, CHELSEA	85,377	ST MARS, RAY	112,448
SHABATOSKI, COLLEEN	61,013	STADEL, JADE	54,908
SHABATURA, KYLA	92,787	STANICKI, SHARON	69,040
SHANKOWSKY, RENEE	61,734	STANLEY, JACKI	64,458
SHANNON, TAMMY	68,796	STECHYSHYN, DARLA	97,866
SHARP, DIANE	68,750	STEELE, LOUISE	87,627
SHARP, LESLIE	91,854	STEWART, JOCELYN	74,823
SHAW, ROXANNE	88,935	STOKES, SANDRA	92,867
SHEPHERD, GARY	111,688	STOLL, MOIRA	86,868
SHEPPARD, MICHELLE	63,451	STOPA, PATRICIA	108,996
SHEWCHUK, DINA	71,395	STOUT, LORRIE	58,610
SHEWCHUK, GLADYS	83,699	STOYKO, WENDY	111,124
SHEWCHUK, KAETLYN	91,090	STRATECHUK, TWYLA	100,638
SHEWCHUK, PHYLLIS	97,622	STRELIOFF, KELLY	98,202
SHIER, BREANNA	74,479	STRILAEFF, KERSTIN	76,718
SHIPLACK, KERRI LYN	83,453	STRINGFELLOW, CAROLINE	104,771
SHIVAK KWEENS, DAWN	95,398	STROEDER, DEBORAH	83,553
SHORE, MICHELLE	79,888	STRUKOFF, GAIL	96,141
SHUMAY, SHERRY	70,374	STRUTYNSKI, MARTHA	74,035
SHWAGA, KOLI ANN	132,448	STULBERG, DIANE	50,661
SIDHU, PRABHJOT	92,955	STUSEK, LORELEI	181,727
SIES, KATHLEEN	56,962	STUSEK, STAN	62,268
SIMLE, JOCELYN	55,258	SUDSBEAR, TASHA	72,587
SIMPSON, JANET	89,455	SUNGCANG, MARY JOSE	118,709
SINYANGWE, CHANDA	84,086	SUSCHINSKY, DOREEN	124,339
SKORETZ, PAULA	57,107	SUTCLIFFE, DEBRA	95,026
SLONSKI, LINDA	103,603	SUTTER, DAVID	121,820
SLOWLEY, MARANDINA	105,170	SWEJDA, RICHARD	71,963
SLOWSKI, AUDREY	74,055	SWITZER, SHONA	82,940
SMITH, MICHELLE	85,443	SZABO, TRENT	137,957
SMULAN, CAROLE	90,898	SZUMUTKU, SUZETTE	82,051
SOBKOW, ERNA	82,266	TANK, JOAN	50,042
SOWA, CAROLLEE	83,580	TATARYN, ARLENE	56,634
SOYKA, KENDRA	74,243	TAYLOR, CAROL	61,442
SPEARMAN, SHARI	70,027	TAYLOR, SHAWNA	65,252
SPELAY, AMANDA	91,139	TE, AL NINO	136,690
SPEZOWKA, PATRICIA	65,711	THOMAS, BRANDI	73,198
SPRACKLIN CROSS, LINDA	99,194	THOMAS, CHARLENE	54,576
SPRONK, DIENEKE	77,788	THOMPSON, ARLA	54,244

**SUNRISE REGIONAL HEALTH AUTHORITY
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Personal Services

(Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total \$50,000 or more

THOMPSON, BRENNAN	54,160	WALKER, PAULETTE	51,416
THOMPSON, KAYLEE	68,599	WALKER, SHERRI	121,716
THOMPSON, KIMBERLY	88,737	WALLACE, JAMES	119,648
THOMSON, FRED	72,883	WALLIN, DANITA	56,406
THOMSON, KAREN	74,136	WALSH, BRENDA	67,580
THREINEN, DONNA	100,650	WANDY, TAMMY	58,118
THUL, CHRISTINE	76,420	WANG, LINGQIAO	51,350
TIESZEN, JONATHAN	78,025	WANNER, ROSELLA	59,646
TOCHOR, BARRY	66,855	WARBURTON, KATHRYN	108,567
TOKARUK, SANDY	104,237	WARD, DEBRA	57,207
TOPLISS, LACEY	116,784	WASHEK, SHERRY L	52,604
TRACH, ASHLEY	81,415	WASYLUK, RHONDA	120,916
TRAFANANKO, CHELSEA	90,323	WASYLYSHEN, LISA	97,037
TRATCH, KAREN	83,438	WATSON, STEPHANIE	50,717
TRIPATHY, ANANDA	62,581	WEBER, WANDA	77,069
TROPIN, SHARON	106,216	WEGNER, KARYN	67,337
TROWELL REPSCH, MICHELLE	63,394	WEISS, LEAH	105,347
ULLAGADDI, DENNISE	55,524	WERLE, HAZEL	98,683
ULLRICH, LONDON	81,629	WERLE, LINDSAY	88,325
UMANA, UKEME	154,164	WESTBERG, BEVERLY	106,633
UNGAR, CARLA	80,632	WESTERMAN, JULIA	88,834
UNTERSCHUTE, BRETT	79,274	WESTON, DEANNA	56,394
VALCORZA, EDERLYN	54,826	WHITE, EVA	105,639
VAN PARYS, TERI	67,907	WIKMAN, KRISTEN	96,051
VANGEN, STACY	75,753	WILEY, JODI	85,403
VARUGHESE, SIBBY	69,721	WILEY, LAURA	103,151
VAUGHAN HASTIE, SANDRA	84,446	WILK, LAURA	67,018
VICENTE, GEENDALE	120,987	WILLIAMS, CAROL	52,971
VJACOB, JISSMOL	91,499	WILLIAMS, KYLEIGH	57,015
VOGEL, MARY JEAN	56,060	WILSON, LACEY	54,836
VOLMAN, KIMBERLEY	53,369	WINTER, CANDICE	66,281
VORSTERMANS AGAR, PAMELA	55,426	WIONZEK-GODHE, ANDREA	68,736
VUONGPHAN, LYNN	64,109	WIWCHARUK, ROBERTA	176,184
WAGNER, GREGORY	90,688	WLOCK, CHERYL	92,710
WAGNER, J BRENT	64,304	WLOCK, COURTNEY	66,359
WALBAUM, KENDRA	54,157	WLOCK, DAN	104,635
WALCHUK, CYNTHIA	80,962	WOICICHOWSKI, KAREN	126,996
WALDNER, SHANNON	79,135	WOLFRAM, MARISA	50,994
WALKER, DONNA	83,320	WOLOSCHUK, JACQUELIN	90,136
WALKER, MEGAN	101,416	WOODRICH SRAMEK, SAMANTHA	67,374

**SUNRISE REGIONAL HEALTH AUTHORITY
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(Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total \$50,000 or more

WOODS, WILLIAM	77,176
WYLLYCHUK, BRENDA	78,994
WYONZEK, NANCY	109,459
YACYSHYN, MARY ANN	103,620
YAKIWCHUK, MARIA	51,379
YAKIWCHUK, NICHOLAS	51,302
YAREMCHUK, MICHELLE	57,677
YAREMKO, CHERYL	112,222
YAROTSKY, LORAINÉ	79,129
YATHON, JODIE	80,681
YELLAND, DONNA	76,713
YESNIK, DIANE	75,124
YOUKHANA, SANDRA	88,173
ZAMORA, KATHERINE	110,528
ZAPATA, ETHELDRED	114,096
ZAWADA, KERI	69,652
ZELINSKI, KIMBERLY	64,092
ZHANG, BINGLI	96,740
ZIELINSKI, GAYLOLENE	55,117
ZIOLKOWSKI, ALAN	51,382
ZORN, CAROLEE	113,919
ZUCHKAN, NANCY	79,335
ZULYNIK, CURTIS	107,802

**SUNRISE REGIONAL HEALTH AUTHORITY
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Transfers

Listed, by program, are transfers to recipients who received \$50,000 or more.

3s HEALTH	733,016
3s HEALTH - DIP	3,845,655
3S HEALTH- DENTAL	1,536,532
3S HEALTH -IN-SCOPE-ENHANCED DEI	3,223,848
3s HEALTH -OUT-OF-SCOPE ENHANCE	225,452
3sHealth. - EMPL STRATEGY	181,729
GOOD SPIRIT SCHOOL DIVISION	77,050
MINISTER OF FINANCE/REVENUE DIVI	108,822
PUBLIC EMPLOYEES PENSION PLAN	272,835
REGINA QU'APPELLE HEALTH /LABOR/	459,610
S.I.G.N. - INDEPENDENT LIVING/VOCA	249,828
S.P.M. (SASK PROPERTY MANAGEMEN	847,957
SASK WORKERS COMPENSATION BOA	2,172,274
SASK. ENERGY CORPORATION	993,169
SASKATCHEWAN POWER	1,700,043
SASKTEL	919,413
SHEPP/PENSION ONLY	18,366,238
SIGN ADOLESCENT GROUP HOME	56,800
YORKTON MENTAL HEALTH DROP IN C	138,638

Supplier Payments

Listed are payees who received \$50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment.

A&S TRANSPORT	232,037
ABBOTT DIAGNOSTICS	76,247
ABBOTT LABORATORIES - ROSS / PHARM/	84,020
ADEDEJI, DR. TAOFIK	81,189
ADEFOLARIN, DR OLUREMI	430,988
ADRIAAN LOUW MEDICAL P.C. LTD.	79,011
AIDS SASKATOON INC.	67,756
AKINNAWONU, DR. ANTHONY	365,175
ALCON CANADA INC.	451,882
ALL SASK COFFEE SERVICES INC.	72,421
ALTON TANGEDAL ARCHITECT LTD.	107,119
ARI FINANCIAL SERVICES T46163	308,915
ARJOHUNTLEIGH CANADA INC.	74,636
BARD CANADA INC.	72,530
BARNES, DR. ADAM	136,734
BAXTER CORPORATION	81,432
BECKMAN COULTER CANADA LP	194,644
BENY, DR. M.	75,128
BIA: DR. F. H.	326,178
BIOMARIN PHARMACEUTICAL INC.	254,330
BIOMED RECOVERY & DISPOSAL LTD.	101,562
BOROTO, DR. KAHIMANO	536,933
BRYNGELSON & ASSOCIATES INC.	248,515
BUNZL CANADA INC.	66,709
C.A. REED & ASSOCIATES (SASK.) LTD.	250,796
C.U.P.E. - LOCAL #4980 REGION	1,272,335
CAN-MED HEALTHCARE GROUP	99,013
CANORA AMBULANCE CARE (1996) LTD.	725,676
CARDINAL HEALTH CANADA INC.	896,774
CHARIS MEDICAL	79,725
CHERRY INSURANCE LTD.	62,566
CHRISTIE INNOMED INC.	70,239
CHRISTIE MECHANICAL LTD	215,985
CITY OF YORKTON	263,302
CLARK ROOFING (1964) LTD.	67,551
COMPUTRITION	91,058
CONCENTRA FINANCIAL	506,313
CPDN	506,654
CRESTVUE AMBULANCE SERVICE LTD.	1,100,704

**SUNRISE REGIONAL HEALTH AUTHORITY
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Supplier Payments (Cont)

Listed are payees who received \$50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment.

CROWN FILING SYSTEMS	70,603	KOUDSI: DR. NASIR	216,458
CSI LEASING CANADA LTD.	79,392	LAWALE, DR. DAG	155,487
CU CREDIT	139,247	LEE: DR. F. R.	224,050
DE LAGE LANDEN FINANCIAL	61,770	LINCOR SOLUTIONS	386,660
DEGUZMAN, DR. MARIA CECILLIA	55,488	LOGAN STEVENS CONSTRUCTION (2000) I	55,606
DEMERS, AMBULANCE MANUFACTUR	51,023	MACPHERSON LESLIE & TYERMAN	141,400
DIVERSE SYSTEMS LTD.	269,644	MACQUARIE EQUIPMENT FINANCE LTD.	1,026,737
DIVERSEY CANADA INC.	104,765	MANYANDE, DR. TEKESAI	174,221
DUCK MOUNTAIN AMBULANCE CARE	733,380	MARAIS, DR. S.	488,653
EDEN TEXTILE	82,816	MARSH CANADA LIMITED	428,639
EECOL ELECTRIC (SASK) LTD	247,058	MCKESSON CANADA	620,415
EGBAGBE, DR. OSATO	116,876	MCKESSON DISTRIBUTION PARTNERS	368,119
EHEALTH SASKATCHEWAN	292,944	MEDIUS RESTORATION SERVICES	224,923
ENERGY GUARD WATER TECHNOLOG	68,224	MEIRING, DR. G.	170,389
EYBERS: DR. VON WELFLING	73,217	MIP INC.	120,552
FEDOROWICH CONSTRUCTION LTD.	791,116	NELSON COURIER	65,078
FOURIE: DR. P.	272,763	NICOS GROUP, INC.	76,112
GE HEALTHCARE CANADA	67,053	NWADIARO: DR. NDUKA	52,729
GOLDEN OPPORTUNITIES FUND INC.	63,403	ODUNTAN: DR. O.	210,151
GRAND & TOY	203,752	OGUNBIYI, DR. AJIBOLA	339,689
GREAT WEST LIFE ASSURANCE COMP	892,194	OKAFOR, DR. LIVINUS	185,008
GROENEWALD: DR. P	77,121	OLOKO, DR. SALIU	59,929
HAHN, DR. J.A.	465,840	OLYMPUS CANADA INC.	299,060
HEGGIE, DR. MARCIE MED. PROF COF	154,019	ONALOPO, DR MOFOLASHADE H	75,200
HEWLETT-PACKARD (CANADA) LTD	54,033	ORTHO CLINICAL DIAGNOSTICS	511,220
HILL-ROM CANADA LTD.	489,544	OSIME, DR. CHARLES	150,386
HOLOGIC CANADA LIMITED	51,692	OTTENBREIT SANITATION SERVICES LTD.	95,129
HONEYWELL LIMITED	118,271	OTUKOYA, DR. F.	67,418
HOSPIRA HEALTHCARE CORP.	592,613	PEET LAW FIRM	80,746
HSAS	154,456	PENGUIN REFRIGERATION LTD./YORKTON	200,957
IDEASOURCE RECOGNITION & REWAF	65,982	PHILIPS HEALTHCARE-A DIVISION OF PHIL	515,250
IMPACT SECURITY GROUP	60,626	PHILIPS MEDICAL SYSTEMS CANADA.	278,910
INLAND AUDIO VISUAL LTD.	112,236	PREECEVILLE AMBULANCE CARE('98	713,423
INSTRUMENTATION LABORATORY	157,851	PRESS, DR. M.	329,711
INVESTORS GROUP FINANCIAL SERV II	50,104	PROVINCIAL PUBLIC SAFETY	63,212
JAMIL, DR. NUSRAT	219,367	QHR SOFTWARE INC.	101,223
JOHNSON & JOHNSON MEDICAL PROI	71,518	QUICK PRINT	82,621
JOKHAN, DR RIKASH	73,982	QUOREX CONSTRUCTION	2,259,191
KHALIFA, DR. N.	216,354	RECEIVER GENERAL FOR CANADA	39,426,727

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Supplier Payments

(Cont)

Listed are payees who received \$50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment.

REGINA HEALTH DISTRICT/EMERGENC	234,205	WICKERT: DR. WAYNE	86,681
RESIDENT TRUST ACCT	335,257	WOOD WYANT INC.	201,806
ROCHE DIAGNOSTICS/LAVAL,PQ	150,622	YORKTON PLUMBING & HEATING	63,138
ROODT, DR. J.	120,174		
ROYAL BANK OF CANADA	262,235		
RUSNAK, BALACKO, KACHUR & RUSN/	323,430		
RUSSELL FOODS LTD	96,136		
S.I.G.N.	564,740		
SALIB: DR. M.	316,587		
SAPUTO FOODS LIMITED	109,080		
SASK UNION OF NURSES	597,693		
SASKWORKS VENTURE FUND INC.	296,139		
SCHAAN HEALTHCARE PRODUCTS	1,719,859		
SCHOEMAN, DR. CORNE	66,867		
SHAMROCK AMBULANCE/WYNYARD	321,816		
SHARED VISIONS INC	52,634		
SIEMENS CANADA LTD. - LAB	97,043		
SMITH: DR. HAROLD M.B.	56,334		
SPIES: DR. C	72,777		
SRNA	236,691		
STERIS CANADA INC.	167,605		
SULTAN, DR. KHALEEL	125,380		
SUNLIFE FINANCIAL	138,021		
SUPREME BASICS	251,381		
SWAN, DR. NADINE	168,718		
SYSCO	2,250,677		
TAG'S PLUMBING & HEATING LTD.	85,589		
THE STEVENS COMPANY LTD	264,215		
TYCO HEALTHCARE GROUP CANADA I	516,966		
VAN EEDEN: DR. DONAVAN	432,036		
VAN RENSBURG, DR. P.	103,651		
VIPOND FIRE PROTECTION INC.	50,775		
VITALAIRE HEALTHCARE	151,347		
VORSTER, DR. J.	105,327		
VWR INTERNATIONAL, LTD.	59,889		
WAGNER'S FLOORING LTD.	53,945		
WANIS: DR. NASHAT	66,667		
WBM OFFICE SYSTEMS	1,680,136		
WESTON BAKERIES LTD.	65,261		

Management Report

May 28, 2014

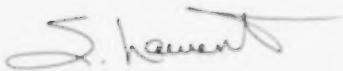
Sunrise Health Region Report of Management

The accompanying financial statements are the responsibility of management and are approved by the Sunrise Regional Health Authority. The financial statements have been prepared in accordance with Canadian Generally Accepted Accounting Principles and the Financial Reporting guide issued by the Ministry of Health for the Province of Saskatchewan and, of necessity, includes amounts based on estimates and judgments. The financial information presented in the annual report is consistent with the financial statements.

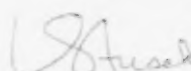
Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the region's assets is safeguarded and the financial records are relevant and reliable.

The Authority is responsible for the reviewing the financial statements and overseeing management's performance in financial reporting. The Authority meets with management and the external auditors to discuss and review financial matters. The Authority approves the financial statements and the annual report.

The appointed auditor conducts an independent audit of the financial statements and has full and open access to the Regional Health Authority. The auditor's report expresses an opinion on the fairness of the financial statements prepared by management.



Suann Laurent
President & Chief Executive Officer



Lorelei Stusek
Vice President of Corporate Services

Sunrise Regional Health Authority

CONSOLIDATED FINANCIAL STATEMENTS

Year Ended March 31, 2014

Sunrise Regional Health Authority

Yorkton, Saskatchewan

March 31, 2014

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Independent Auditors' Report

To the Board of Directors
Sunrise Regional Health Authority

Report on the Financial Statements

We have audited the accompanying financial statements of Sunrise Regional Health Authority, which comprise the Consolidated Statement of Financial Position as at March 31, 2014, and the Consolidated Statements of Operations, Changes in Fund Balances and Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

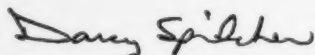
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Sunrise Regional Health Authority as at March 31, 2014, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Collins Barrow PQ LLP

Per:



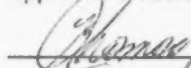

Yorkton, SK
April 30, 2014

Sunrise Regional Health Authority
Yorkton, Saskatchewan
Consolidated Statement of Financial Position
As at March 31, 2014

Statement 1

		<u>Restricted Funds</u>			
	Operating Fund	Capital Fund	Community Trust and Endowment Funds	Total 2014	Total 2013 (Note 10)
Assets					
Current Assets					
Cash and short-term investments - schedule 2	1,779,195	4,425,125	382,514	6,586,834	6,884,365
Accounts receivable					
Ministry of Health - general	4,288,633			4,288,633	309,334
Other	1,941,579	56,845	11	1,998,435	1,727,778
Inventories	1,442,176			1,442,176	1,545,233
Prepaid expenses	1,368,449			1,368,449	1,582,253
	<u>10,820,032</u>	<u>4,481,970</u>	<u>382,525</u>	<u>15,684,527</u>	<u>12,048,963</u>
Long-Term Investments					
- schedule 2	755,094			755,094	251,047
Capital Assets - note 3					
	<u>0</u>	<u>78,086,377</u>	<u>0</u>	<u>78,086,377</u>	<u>80,961,808</u>
Total Assets	<u>\$ 11,575,126</u>	<u>\$ 82,568,347</u>	<u>\$ 382,525</u>	<u>\$ 94,525,998</u>	<u>\$ 93,261,818</u>
Liabilities and Fund Balances					
Current Liabilities					
Bank indebtedness - note 13	12,809,011			12,809,011	6,645,273
Accounts payable	6,154,022	2,567		6,156,589	5,725,226
Accrued salaries	8,007,671			8,007,671	4,563,902
Vacation payable	12,916,576			12,916,576	12,854,406
Other accrued liabilities	956,434	30,361		986,795	1,107,944
Mortgages payable - current - note 5		1,365,700		1,365,700	1,309,400
Deferred revenue - note 6	3,552,549			3,552,549	6,656,363
	<u>44,396,263</u>	<u>1,398,628</u>	<u>0</u>	<u>45,794,891</u>	<u>38,862,514</u>
Long-Term Liabilities					
Mortgages payable - note 5		15,091,847		15,091,847	16,461,112
Employee future benefits - note 11	6,558,500			6,558,500	6,640,800
	<u>6,558,500</u>	<u>15,091,847</u>	<u>0</u>	<u>21,650,347</u>	<u>23,101,912</u>
Total Liabilities	<u>50,954,763</u>	<u>16,490,475</u>	<u>0</u>	<u>67,445,238</u>	<u>61,964,426</u>
Fund Balances - statement 3					
Invested in capital assets		61,628,830		61,628,830	63,191,296
Externally-restricted - schedule 3		1,226,386	382,525	1,608,911	1,557,662
Internally-restricted - schedule 4	48,544	3,222,656		3,271,200	3,235,889
Unrestricted	(39,428,181)			(39,428,181)	(36,687,455)
	<u>(39,379,637)</u>	<u>66,077,872</u>	<u>382,525</u>	<u>27,080,760</u>	<u>31,297,392</u>
Total Liabilities and Fund Balances	<u>\$ 11,575,126</u>	<u>\$ 82,568,347</u>	<u>\$ 382,525</u>	<u>\$ 94,525,998</u>	<u>\$ 93,261,818</u>
Commitments - note 4					
Pension Plan - note 11					

Approved on behalf of the board:

The accompanying notes and schedules are part
of these consolidated financial statements.

Sunrise Regional Health Authority
Consolidated Statement of Operations
For the year ended March 31, 2014

Statement 2

	Operating Fund			Restricted Funds			
	Budget 2014 (Note 12)	Total 2014	Total 2013 (Note 10)	Capital Fund 2014	Community Trust and Endowment Funds 2014	Total 2014	Total 2013
Revenue							
Ministry of Health - general	189,822,683	192,824,438	185,476,806	1,415,274		1,415,274	1,010,000
Other provincial	2,567,377	2,930,184	2,647,311	53,956		53,956	
Federal government		3,206	66,188				
Patient and client fees	13,149,737	13,207,744	13,067,179				
Out-of-province (reciprocal)	3,860,000	3,079,795	3,771,508				
Out-of-country	48,000	120,810	39,507				
Transfers from foundations/donations		140,917	201,718	906,959		906,959	519,088
Ancillary operations	1,416,074	1,305,505	1,355,567				
Investment income	92,500	219,290	162,123	46,503	5,811	52,314	57,314
Recoveries	1,758,511	2,930,293	2,420,979				
Other	103,918	213,635	19,377	160,372		160,372	202,156
Total revenues	212,818,800	216,975,817	209,228,263	2,583,064	5,811	2,588,875	1,788,558
Expenses							
Inpatient and Resident Services							
Nursing administration	5,685,414	5,358,572	5,266,882	11,429		11,429	11,677
Acute	31,898,149	33,934,073	32,181,924	679,448		679,448	763,826
Supportive	42,178,214	45,742,073	45,212,513	622,695		622,695	632,292
Mental health and addictions	2,550,445	2,617,164	2,561,443	426		426	203
Total Inpatient and Resident Services	82,312,222	87,651,882	85,222,762	1,313,998		1,313,998	1,407,998
Physician Compensation	10,783,848	10,584,727	9,125,059				
Ambulatory Care Services	7,567,112	7,721,929	7,608,886	28,615		28,615	51,609
Diagnostic and Therapeutic Services	19,603,463	19,939,428	19,014,092	465,729		465,729	625,018
Community Health Services							
Primary health care	2,039,013	1,286,239	1,019,887	12,156		12,156	9,178
Home care	12,763,432	12,775,192	12,233,835	13,377		13,377	14,376
Mental health and addictions	5,207,157	4,661,493	4,568,481	4,587		4,587	3,981
Population health	7,964,854	7,351,683	7,169,167	8,092		8,092	6,461
Emergency response services	6,071,255	6,146,861	6,140,452	63,190		63,190	35,219
Other community services	1,916,345	1,888,469	1,824,840	425		425	
Total Community Health Services	35,962,056	34,109,937	32,956,662	101,827		101,827	69,215
Support Services							
Program support	13,876,875	13,748,452	13,834,281	17,721		17,721	22,362
Operational support	38,643,960	39,567,034	36,458,027	183,069		183,069	215,267
Other support	892,423	1,240,819	1,186,564	5,683,960	1,000	5,684,960	5,737,012
Employee future benefits		(82,300)	(87,200)				
Total Support Services	53,413,258	54,474,005	51,391,672	5,884,750	1,000	5,885,750	5,974,641
Ancillary	1,117,438	1,463,873	1,202,187	27,286		27,286	27,420
Total expenses - schedule 1	210,759,397	215,945,781	206,521,320	7,822,205	1,000	7,823,205	8,155,901
Excess (Deficiency) of Revenue over Expenses	\$ 2,059,403	\$ 1,030,036	\$ 2,706,943	\$(5,239,141)	\$ 4,811	\$(5,234,330)	\$(6,367,343)

The accompanying notes and schedules are part of these consolidated financial statements.

Sunrise Regional Health Authority
Consolidated Statement of Changes in Fund Balances
For the year ended March 31, 2014

Statement 3

	Operating Fund	Capital Fund	Community Trust Fund	2014
Fund balance, beginning of year	(36,639,258)	67,553,124	383,506	31,297,372
Excess (deficiency) of revenues over expenses	1,030,036	(5,239,141)	4,811	(4,204,294)
Interfund transfers - note 14	<u>(2,873,107)</u>	<u>2,878,899</u>	<u>(5,792)</u>	
Fund balance, end of year	<u><u>\$ (38,482,329)</u></u>	<u><u>\$ 65,192,882</u></u>	<u><u>\$ 382,525</u></u>	<u><u>\$ 27,093,078</u></u>

	Operating Fund	Capital Fund	Community Trust Fund	2013
Fund balance, beginning of year	(37,092,759)	71,667,808	382,723	34,957,772
Excess (deficiency) of revenues over expenses	2,706,943	(6,376,699)	9,356	(3,660,400)
Interfund transfers - note 14	<u>(2,253,442)</u>	<u>2,262,015</u>	<u>(8,573)</u>	
Fund balance, end of year	<u><u>\$ (36,639,258)</u></u>	<u><u>\$ 67,553,124</u></u>	<u><u>\$ 383,506</u></u>	<u><u>\$ 31,297,372</u></u>

*The accompanying notes and schedules are part
of these consolidated financial statements.*

Sunrise Regional Health Authority

Consolidated Statement of Cash Flows

For the year ended March 31, 2014

Statement 4

	Unrestricted Fund		Restricted Funds			
	Operating Fund 2014	2013 (Note 10)	Capital Fund 2014	Community Trust and Endowment Funds 2014	Total 2014	Total 2013 (Note 10)
Cash Provided By (Used In):						
Operating activities						
Excess (deficiency) of revenue over expenses for the year	1,030,036	2,706,943	(5,239,141)	4,811	(5,234,330)	(6,367,343)
Net change in non-cash working capital - note 7	(3,303,973)	5,089,789	(248,816)	3,408	(245,408)	431,285
Amortization of capital assets			7,077,404		7,077,404	7,300,185
Loss (gain) on disposal of capital assets			(3,785)		(3,785)	
	<u>(2,273,937)</u>	<u>7,796,732</u>	<u>1,585,662</u>	<u>8,219</u>	<u>1,593,881</u>	<u>1,364,127</u>
Capital activities						
Purchase of capital assets						
Buildings/construction			(2,395,527)		(2,395,527)	(1,374,796)
Equipment			(1,572,439)		(1,572,439)	(1,245,893)
Proceeds on disposal of capital assets						
Equipment			3,785		3,785	
	<u>0</u>	<u>0</u>	<u>(3,964,181)</u>	<u>0</u>	<u>(3,964,181)</u>	<u>(2,620,689)</u>
Investing activities						
Disposal of long-term investments	269,795	186,014				300,000
Purchase of long-term investments	(773,842)	(235,350)				
	<u>(504,047)</u>	<u>(49,336)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>300,000</u>
Financing activities						
Increase (decrease) in bank indebtedness	6,163,718	(5,414,375)				559,182
Long-term debt issued			(1,312,965)		(1,312,965)	(1,762,395)
Repayment of debt			(1,312,965)		(1,312,965)	(1,203,213)
	<u>6,163,718</u>	<u>(5,414,375)</u>	<u>(1,312,965)</u>	<u>0</u>	<u>(1,312,965)</u>	<u>(1,203,213)</u>
Net Increase (Decrease) in Cash and Short-Term Investments for the Year	3,385,734	2,333,021	(3,691,484)	8,219	(3,683,265)	(2,159,775)
Cash and short-term investments, beginning of year	1,917,553	1,837,974	4,586,725	380,087	4,966,812	4,873,145
Interfund transfers - note 14	(2,873,107)	(2,253,442)	2,878,899	(5,792)	2,873,107	2,253,442
Cash and Short-Term Investments, End of Year	\$ 2,430,180	\$ 1,917,553	\$ 3,774,140	\$ 382,514	\$ 4,156,654	\$ 4,966,812
Represented By:						
Cash and short-term investments	<u>\$ 2,430,180</u>	<u>\$ 1,917,553</u>	<u>\$ 3,774,140</u>	<u>\$ 382,514</u>	<u>\$ 4,156,654</u>	<u>\$ 4,966,812</u>

The accompanying notes and schedules are part
of these consolidated financial statements.

Sunrise Regional Health Authority
Notes to Consolidated Financial Statements
For the year ended March 31, 2014

1. Legislative Authority

The Sunrise Regional Health Authority (RHA) operates under *The Regional Health Services Act* (The Act) and is responsible for the planning, organization, delivery, and evaluation of health services it is to provide within the geographic area known as the Sunrise Health Region, under Section 27 of The Act. The Sunrise RHA is a non-profit organization and is not subject to income and property taxes from the federal, provincial, and municipal levels of government. The RHA is a registered charity under the *Income Tax Act* of Canada.

2. Significant Accounting Policies

These consolidated financial statements have been prepared in accordance with Canadian public sector accounting (PSA) standards, issued by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants (CICA). The RHA has adopted the standards for government not-for-profit organizations, set forth at PSA Handbook section PS 4200 to PS 4270.

(a) Health care organizations

- (i) The RHA has agreements with and grants funding to the following prescribed health care organizations (HCO) and third parties to provide health services:
Society for Involvement of Good Neighbours Inc.
Yorkton Mental Health Drop In Centre

Note 9(b)(i) provides disclosure of payments to HCO'S and third parties.

- (ii) The RHA has joint service management agreements with all three of its affiliates; St. Anthony's Hospital, St. Peter's Hospital and St. Paul Lutheran Home of Melville. The purpose of the agreements is to share management, contract human resources and finance services to the affiliates.

As a result, the financial statements of St. Anthony's Hospital, St. Peter's Hospital and St. Paul Lutheran Home of Melville are consolidated with the financial statements of the RHA. Transactions and interorganizational balances between the RHA and St. Anthony's Hospital, St. Peter's Hospital and St. Paul Lutheran Home of Melville are eliminated.

Note 9(b)(ii) provides supplementary information regarding the financial position, results of operations and cash flows of the consolidated affiliates.

- (iii) The Health Foundation of East Central Saskatchewan Inc., St. Peter's Hospital Foundation (Melville) Inc. and St. Anthony's Hospital Foundation Inc. (the Foundations) are incorporated under *The Non-Profit Corporations Act* and are registered charities under *The Income Tax Act* of Canada.

Under the Foundations' Articles of Incorporation, the RHA or the respective affiliates have an economic interest in the Foundations.

These consolidated financial statements do not include the financial activities of the Foundations. Alternatively, note 9(b)(iii) provides supplementary information of the Foundations.

Sunrise Regional Health Authority
Notes to Consolidated Financial Statements
For the year ended March 31, 2014

2. Significant Accounting Policies - continued

(b) Fund accounting

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for contributions. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

(i) Operating fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

(ii) Capital fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues received from Saskatchewan Health - General Revenue Fund designated for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of interest on long-term mortgages and amortization of capital assets.

(iii) Community trust and endowment fund

Community trust

The community trust fund is a restricted fund that reflects community-generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the district from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

Endowment fund

Under the terms of the will of the late Dr. Borys Tolczynski, the RHA administers an endowment fund. The interest from this fund is to be used for education and training expenditures which benefit the health region. Unexpended interest each year is added to the endowment principal. The RHA cannot encroach upon the original endowment bequest of \$201,771 plus unexpended interest except in special circumstances.

Sunrise Regional Health Authority

Notes to Consolidated Financial Statements

For the year ended March 31, 2014

2. Significant Accounting Policies - continued

(c) Revenue

Unrestricted revenues are recognized as revenue in the operating fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted revenues related to general operations are recorded as deferred and recognized as revenue of the operating fund in the year in which the related expenses are incurred. All other restricted revenues are recognized as revenue of the appropriate restricted fund in the year.

(d) Capital assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets with a life exceeding one year are amortized on a straight-line basis over their estimated useful lives as follows:

Buildings and service equipment	2% to 4%
Land improvements	4% to 10%
Equipment	4% to 25%

Donated capital assets are recorded at their fair value at the date of contribution (if fair value can be reasonably determined).

(e) Asset retirement obligations

Asset retirement obligations are legal obligations associated with the retirement of tangible long-lived assets. Asset retirement obligations are recorded when they are incurred if a reasonable estimate of fair value can be determined. Accretion (interest) expense is the increase in the obligation due to the passage of time. The associated retirement costs are capitalized as part of the carrying amount of the asset and amortized over the asset's remaining useful life.

(f) Inventories

Inventories consist of general stores, pharmacy, laboratory, linen and other. All inventories are held at the lower of cost and net realizable value. Cost is determined on an average-cost basis.

(g) Employee future benefits

i) Pension plan:

Employees of the RHA participate in several multi-employer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly, the RHA expenses all contributions it is required to make in the year.

ii) Accumulated sick leave benefit liability:

The RHA provides sick leave benefits for employees that accumulate but do not vest. The RHA recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits. The liability and expense is developed using an actuarial cost method.

Sunrise Regional Health Authority

Notes to Consolidated Financial Statements

For the year ended March 31, 2014

2. Significant Accounting Policies - continued

(h) Measurement uncertainty

These consolidated financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of consolidated financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

(i) Financial instruments

The RHA has classified its financial instruments into one of the following categories: fair value or cost or amortized cost.

All financial instruments are measured at fair value upon initial recognition. The fair value of a financial instrument is the amount at which the financial instrument could be exchanged in an arm's length transaction between knowledgeable and willing parties under no compulsion to act. The following financial instruments are subsequently measured at cost or amortized cost:

- accounts receivable
- short-term and long-term investments
- accounts payable, accrued salaries and vacation payable
- mortgages payable

As at March 31, 2014, the RHA does not have any material outstanding contracts or financial instruments with embedded derivatives. Financial assets are categorized as level 1 in the fair value hierarchy.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations.

(j) Replacement reserves

The RHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. Schedule 4 shows the changes in these reserve balances during the year.

3. Capital Assets

	March 31, 2014			2013
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	228,908		228,908	228,908
Land improvements	2,337,823	870,801	1,467,022	500,025
Buildings and service equipment	137,401,919	70,233,584	67,168,335	70,501,299
Equipment	33,445,159	24,781,063	8,664,096	9,195,770
Construction-in-progress	324,009		324,009	535,806
	<u>\$ 173,737,818</u>	<u>\$ 95,885,448</u>	<u>\$ 77,852,370</u>	<u>\$ 80,961,808</u>

Sunrise Regional Health Authority
Notes to Consolidated Financial Statements
For the year ended March 31, 2014

4. Commitments

(a) Capital asset acquisitions

At March 31, 2014, commitments for acquisition of capital assets were \$901,484 (2013 - \$542,916).

(b) Supplier payments

At March 31, 2014, commitments for outstanding purchase orders were \$1,901,404 (2013 - \$1,959,658).

(c) Operating leases

Minimum annual payments under operating leases on property and equipment over the next five years are as follows:

2015	753,202
2016	1,534,957
2017	1,304,907
2018	1,049,515
2019	<u>751,427</u>

Total minimum lease payments	<u>\$ 5,394,008</u>
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(d) Asset retirement obligations

The RHA may be subject to asset retirement obligations on its facilities for which the fair value cannot be reasonably estimated due to the indeterminate timing and scope of removal. The asset retirement obligation for these assets will be recorded in the period in which there is sufficient information to estimate fair value.

(e) Contracted health service organizations

The RHA continues to contract on an ongoing basis with private health service operators to provide health services in the RHA similar to those provided in the year ending March 31, 2014. Note 9(b) provides supplementary information on health care organizations.

5. Mortgages Payable

Title of Issue	Interest Rate	Annual Repayment Terms (Principal and Interest)	Balance Outstanding 2014	2013
Yorkton and District Nursing Home CMHC, due June 1, 2027	8.000%	\$69,670; mortgage renewal date, June 1, 2027	572,629	596,217
CMHC, due November 1, 2022	1.53%	\$136,221; mortgage renewal date, December 1, 2017	1,105,173	1,223,553
Foam Lake Jubilee Home CMHC, due January 1, 2022	4.310%	\$40,893 of which \$9,983 is subsidized by SHC, yielding an effective interest rate of .77%; mortgage renewal date, December 1, 2016	271,814	300,425

Sunrise Regional Health Authority

Notes to Consolidated Financial Statements

For the year ended March 31, 2014

5. Mortgages Payable - continued

Title of Issue	Interest Rate	Annual Repayment Terms (Principal and Interest)	Balance Outstanding 2014	2013
Lakeside Manor Care Home CMHC, due August 1, 2021	4.310%	\$93,107 of which \$24,958 is subsidized by SHC, yielding an effective interest rate of 0.26%; mortgage renewal date, December 1, 2016	590,879	657,190
Theodore Health Centre CMHC, due December 1, 2023	4.540%	\$50,070 of which \$9,834 is subsidized by SHC, yielding an effective interest rate of 2.09%; mortgage renewal date, February 1, 2015	394,410	425,961
Langenburg Centennial Special Care Home CMHC, due September 1, 2026	8.000%	\$27,884; mortgage renewal date, September 1, 2026	221,585	231,599
CMHC, due April 1, 2022	4.420%	\$52,110 of which \$13,122 is subsidized by SHC, yielding an effective interest rate of .84%; mortgage renewal date, March 1, 2017	354,243	389,978
Invermay Health Centre CMHC, due March 1, 2017	4.610%	\$27,438 of which \$7,122 is subsidized by SHC, yielding an effective interest rate of (3.53%); mortgage renewal date, June 1, 2016	76,795	100,142
CMHC, due May 1, 2022	4.610%	\$38,471 of which \$7,578 is subsidized by SHC, yielding an effective interest rate of 1.79%; mortgage renewal date, June 1, 2016	261,841	287,706
Norquay Health Centre CMHC, due March 1, 2017	4.610%	\$26,824 of which \$6,409 is subsidized by SHC, yielding an effective interest rate of (2.89%); mortgage renewal date, June 1, 2016	75,076	97,899
CMHC, due July 1, 2022	4.610%	\$39,456 of which \$7,769 is subsidized by SHC, yielding an effective interest rate of 1.84%; mortgage renewal date, June 1, 2016	273,031	299,358
Canora Gateway Lodge CMHC, due April 1, 2017	4.610%	\$49,831 of which \$14,243 is subsidized by SHC, yielding an effective interest rate of (4.15%); mortgage renewal date, June 1, 2016	143,062	185,302

Sunrise Regional Health Authority
Notes to Consolidated Financial Statements
For the year ended March 31, 2014

5. Mortgages Payable - continued

Title of Issue	Interest Rate	Annual Repayment Terms (Principal and Interest)	Balance Outstanding 2014	2013
Kamsack Nursing Home CMHC, due February 1, 2017	4.420%	\$89,961 of which \$19,684 is subsidized by SHC, yielding an effective interest rate of (2.58%); mortgage renewal date, February 1, 2017	246,023	323,350
Cornerstone Credit Union, non-affiliate mortgage consolidation, due May 1, 2019	3.65%	\$88,230; mortgage renewal date, May 1, 2019	411,672	483,440
St. Paul Lutheran Home of Melville CMHC, due August 1, 2022	1.710%	\$94,758; mortgage renewal date, September 1, 2017	742,444	823,781
Cornerstone Credit Union, mortgage consolidation	3.65%	\$13,770; mortgage renewal date, June 1, 2018	64,550	75,742
Ituna & District Pioneer Lodge CMHC, due May 1, 2025	8.000%	\$28,655; mortgage renewal date, May 1, 2025	212,654	224,080
Esterhazy Centennial Special Care Home CMHC, due August 1, 2022	4.440%	\$47,374 of which \$12,357 is subsidized by SHC, yielding an effective interest rate of 0.84%; mortgage renewal date, December 1, 2017	332,681	364,646
Energy Renewal Project Royal Bank of Canada due 2032	4.43%	\$426,839; mortgage renewal date, July 17, 2014	5,351,830	5,537,756
RBC Life Insurance Company, due September 30, 2023	4.74%	\$622,641; mortgage renewal date, September 30, 2023	4,755,155	5,142,387
			16,457,547	17,770,512
Less: Current portion			1,365,700	1,309,400
			<u>\$ 15,091,847</u>	<u>\$ 16,461,112</u>

Saskatchewan Housing Corporation (SHC) may provide a mortgage subsidy for supportive care homes financed by Canada Mortgage and Housing Corporation (CMHC). The subsidy may change when the mortgage renewal occurs.

For each of the mortgages, the RHA has pledged the related buildings of the facilities as security. Principal amounts due within each of the next five years are estimated as follows:

2015	1,365,700
2016	1,424,000
2017	1,478,300
2018	1,355,300
2019	1,409,000
2020 and subsequent	9,425,247
	<u>\$ 16,457,547</u>

Sunrise Regional Health Authority

Notes to Consolidated Financial Statements

For the year ended March 31, 2014

6. Deferred Revenue

	Balance, Beginning of Year	Less: Amount Recognized	Add: Amount Received	Balance, End of Year
As at March 31, 2014				
Sask. Health Initiatives				
24/7 Expanded Primary Health Care Services	200,000			200,000
Alc. & Drug Services - population health	11,029	3,029		8,000
Autism - Hanen Centre teacher talk training	4,261	3,136		1,125
Autism spectrum disorder - positions	74,297			74,297
Autism spectrum disorder services	158,620	13,419		145,201
CGL/Invermay structural projects	2,600,726	2,841,163	265,000	24,563
Children's mental health outreach	60,780	26,058		34,722
Clinical education and training	41,012	29,951	18,410	29,471
EMS radios for participation in PPSTN	7,082	7,082		
Enhanced preventative dental services	65,960	39,149		26,811
First Nations - urban aboriginal project	53,122	27,565		25,557
H1N1 immunization	70,983	70,983		
HIV strategy	50,117	788		49,349
Immunization program enhancement	19,929	5,761		14,168
Infection control funding	127,116	16,195		110,921
Integrated stroke strategy pilot	710,451	46,582		663,869
LTC Urgent Issues - gentle persuasion		25,897	282,000	256,103
LTC Urgent Issues - rapid psycho geriatric response			79,833	79,833
Mental health approved home enhancements	5,496			5,496
Needle exchange - population health	33,088			33,088
Nurse safety training	88,217	70,369		17,848
Pharmacist enhancement	40,041	249		39,792
Positive workplace	39,068	39,068		
Preeceville Primary Healthcare		67,158	797,000	729,842
Primary care Re-design	267,356	8,042	190,000	449,314
Quality health workplace initiatives	62,581	62,581		
Radiology review	524,028	524,028		
Regional locum program		212,255	250,000	37,745
Representative workforce	69,565	55,000		14,565
Retention grant program - nutrition/dietary services	2,272	2,272		
Retention grant program - respectful workplace education program	67,299	67,299		
Safety project for return to work	54,947	54,947		
Secure care youth detox	37,304	150		37,154
Surgical initiatives	10,227	10,227		
Total Sask. Health	<u>5,556,974</u>	<u>4,330,383</u>	<u>1,882,243</u>	<u>3,108,834</u>
Non-Sask. Health Initiatives				
Acquired brain injury	51,599			51,599
Alc. & Drug Services - corrections	40,862			40,862
eHealth Saskatchewan Transformation Fund	257,200	257,200		
Autism summer respite	13,255	13,255		
Career pathing	12,654	12,654		
Employee enhancement fund	20,200	20,200		
Kids First	264,482	1,464,950	1,304,671	104,203
Lean Funding	115,016	115,016		
Primary Care Physician Engagement	97,820	53,956		43,864
Releasing time to care	13,986	3,779		10,207
Rent received in advance	15,938	15,938	10,662	10,662
3sHealth - Enhanced preventative dental services	28,784			28,784
SGL Safe driving			6,325	6,325
SUN/3sHealth nurse recruitment and retention	148,836	1,627		147,209
Teen wellness	18,757	18,757		
Total Non-Sask. Health	<u>1,099,389</u>	<u>1,977,332</u>	<u>1,321,658</u>	<u>443,715</u>
Total Deferred Revenue	<u>\$ 6,656,363</u>	<u>\$ 6,307,715</u>	<u>\$ 3,203,901</u>	<u>\$ 3,552,549</u>

Sunrise Regional Health Authority

Notes to Consolidated Financial Statements

For the year ended March 31, 2014

6. Deferred Revenue - continued

	Balance, Beginning of Year	Less: Amount Recognized	Add: Amount Received	Balance, End of Year
As at March 31, 2013				
Sask. Health Initiatives				
24/7 Expanded Primary Health Care Services			200,000	200,000
Alc. & Drug Services - population health	11,029			11,029
Alc. & Drug Services - respite care home	15,387	15,387		
Autism - Hanen Centre teacher talk training		1,289	5,550	4,261
Autism spectrum disorder - positions	39,774	35,477	70,000	74,297
Autism spectrum disorder services	163,583	4,963		158,620
Base funding deferral for two extra stat holidays 2012-2013	449,296	449,296		
Children's mental health outreach	83,891	23,111		60,780
Clinical education and training	41,012			41,012
EMS radios for participation in PPSTN	7,082			7,082
Enhanced preventative dental services	44,860	16,000	37,100	65,960
First Nations - urban aboriginal project		16,878	70,000	53,122
Graduate nurse job program and mentorship	18,956	18,956		
H1N1 immunization	83,228	12,245		70,983
HIV strategy	50,638	521		50,117
Immunization program enhancement	27,228	7,299		19,929
Infection control funding	186,048	58,932		127,116
Integrated stroke strategy pilot	711,859	1,408		710,451
Invermay structural project		199,274	2,800,000	2,600,726
IPFCC training	1,143	1,143		
Mental health approved home enhancements	5,496			5,496
Needle exchange - population health	33,088			33,088
Nurse safety training	189,139	100,922		88,217
PECS Autism Services	1,023	1,023		
Pharmacist enhancement	54,251	14,210		40,041
Positive workplace	59,452	20,384		39,068
Primary care re-design		52,644	320,000	267,356
Quality health workplace initiatives	62,581			62,581
Radiology review	524,028			524,028
Recruitment initiatives including IEN settlement	50,000	50,000		
Representative workforce	69,565			69,565
Retention grant program - nutrition/dietary services	3,036	764		2,272
Retention grant program - respectful workplace education program	67,299			67,299
Safety project for return to work	54,947			54,947
Secure care youth detox	37,304			37,304
Surgical initiatives	501,761	491,534		10,227
Total Sask. Health	3,647,984	1,593,660	3,502,650	5,556,974
Non-Sask. Health Initiatives				
Acquired brain injury	56,649	92,468	87,418	51,599
Alc. & Drug Services - corrections	52,850	102,988	91,000	40,862
Autism disorder strategy	22,164	52,164	30,000	
Autism summer respite	14,676	11,421	10,000	13,255
Career pathing	13,479	825		12,654
eHealth Saskatchewan Transformation Fund			257,200	257,200
Employee enhancement fund	21,305	1,105		20,200
Kids First	297,975	1,330,621	1,297,128	264,482
Lean Funding	161,928	46,912		115,016
Primary Care Physician Engagement		2,180	100,000	97,820
Releasing time to care	18,098	4,112		13,986
Rent received in advance	10,303	10,303	15,938	15,938
3sHealth - Enhanced preventative dental services	37,274	8,490		28,784
SUN/3sHealth nurse recruitment and retention	213,887	68,995	3,944	148,836
Teen wellness	19,041	284		18,757
Total Non-Sask. Health	939,629	1,732,868	1,892,628	1,099,389
Total Deferred Revenue	\$ 4,587,613	\$ 3,326,528	\$ 5,395,278	\$ 6,656,363

Sunrise Regional Health Authority
Notes to Consolidated Financial Statements
For the year ended March 31, 2014

7. Net Change in Non-Cash Working Capital

	<u>Operating Fund</u>			<u>Restricted Funds</u>		
	2014	2013	Capital Fund	Community Trust and Endowment Funds	Total 2014	Total 2013
Decrease (increase)						
Accounts receivable	(4,252,596)	1,175,692	(769)	3,408	2,639	205,218
Inventory	103,057	121,502				
Prepaid expenses	(32,520)	472,099				
Increase (decrease)						
Accounts payable	676,733	855,636	(245,370)		(245,370)	237,719
Accrued liabilities	3,387,467	483,310	(2,677)		(2,677)	(11,652)
Deferred revenue	(3,103,814)	2,068,750				
Employee future benefits	(82,300)	(87,200)				
	<u>\$(3,303,973)</u>	<u>\$ 5,089,789</u>	<u>\$(248,816)</u>	<u>\$ 3,408</u>	<u>\$(245,408)</u>	<u>\$ 431,285</u>

8. Patient and Resident Trust Accounts

The RHA administers funds held in trust for patients and residents utilizing the RHA's facilities. The total cash held in trust as at March 31, 2014 was \$178,338 (2013 - \$220,397). These amounts are not reflected in the consolidated financial statements.

9. Related Parties

These consolidated financial statements include transactions with related parties. The RHA is related to all Saskatchewan crown agencies such as ministries, corporations, boards and commissions under the common control of the government of Saskatchewan. The RHA is also related to non-crown enterprises that the government jointly controls or significantly influences. In addition, the RHA is related to other non-government organizations by virtue of its economic interest in these organizations.

Sunrise Regional Health Authority
Notes to Consolidated Financial Statements
For the year ended March 31, 2014

9. Related Parties - continued

(a) Related-party transactions

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of the transactions resulting from these transactions are included in the consolidated financial statements and the table below. They are recorded at the standard rates charged by those organizations and are settled on normal trade terms.

Financial Statement Accounts	2014	2013
Assets		
Accounts Receivable		
E Health Saskatchewan	\$ 22,021	\$ 13,186
General Revenue Fund	825,967	602,534
Health Shared Services Saskatchewan (3S Health)	259,661	107,005
Sask. Workers' Compensation Board	238,090	174,753
Prepaid Expenses		
Health Shared Services Saskatchewan (3S Health)	23,061	19,072
SaskTel		27,817
Liabilities		
Accounts Payable		
Good Spirit School Division		77,000
Health Shared Services Saskatchewan (3s Health)	51,552	118,326
Ministry of Central Services	49,970	144,180
Public Employees Pension Plan	9,214	10,563
Regina Qu'Appelle Health Region	109	156,075
Saskatchewan Health Employees Pension Plan *	1,401,233	1,321,293
3sHealth - Disability Income Plan *	289,224	
3sHealth - Employment Strategy	14,053	
SaskEnergy	197,188	158,567
SaskPower	135,171	121,863
SaskTel	43,300	33,616
Revenue		
E Health Saskatchewan	52,535	9,095
General Revenue Fund	3,312,086	3,772,618
Health Shared Services Saskatchewan (3s Health)	249,457	441,882
Saskatchewan Government Insurance	182,088	164,983
Sask. Workers' Compensation Board	312,553	383,247
SaskTel	18,078	12,000
Expenses		
Good Spirit School Division	50	77,157
Public Employees Pension Plan *	273,543	272,016
Regina Qu'Appelle Health Region	466,261	597,612
Health Shared Services Saskatchewan (3s Health)	695,558	574,225
Ministry of Central Services	853,363	917,729
3sHealth - Core Dental Plan *	1,533,680	1,483,943
3sHealth - Disability Income Plan *	3,836,840	3,935,845
3sHealth - Employment Strategy *	180,576	169,773
3sHealth - Enhanced Dental Plan *	3,469,003	3,377,257
Sask. Workers' Compensation Board	2,172,274	2,910,600
Saskatchewan Health Employees Pension Plan *	18,446,178	17,945,223
Saskatoon Health Region	27,266	93,471
SaskEnergy	1,011,122	887,765
SaskPower	1,715,397	1,713,530
SaskTel	930,832	607,481
S.I.G.N.	649,791	483,221

* Indicates that employee portion is included in the above expense

In addition, the RHA pays provincial sales tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

Sunrise Regional Health Authority
Notes to Consolidated Financial Statements
For the year ended March 31, 2014

9. Related Parties - continued

(b) Health-care organizations

(i) Prescribed health care organizations and third parties

The RHA has also entered into agreements with prescribed health care organizations (HCO's) and third parties to provide health services.

These organizations receive operating funding from the RHA on a monthly basis in accordance with budget amounts approved annually. During the year, the RHA provided the following amounts to prescribed HCO's and third parties:

	2014	2013
Yorkton Mental Health Drop In Centre	138,638	158,669
Society for Involvement of Good Neighbours Inc.	<u>296,450</u>	<u>317,108</u>
	<u>\$ 435,088</u>	<u>\$ 475,777</u>

(ii) Affiliates with joint service management agreements

The Act makes the RHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the RHA. Further, the RHA provides most of the affiliate's funding. Accordingly, the RHA has the ability to affect the strategic operating, investing and financing activities of the affiliates.

The RHA consolidated financial statements include the accounts of St. Anthony's Hospital, St. Peter's Hospital and St. Paul Lutheran Home of Melville based on the joint service management agreement held with each of the three organizations. The following information, which combines the operating fund and capital fund, is supplementary to those statements.

Sunrise Regional Health Authority
Notes to Consolidated Financial Statements
For the year ended March 31, 2014

9. **Related Parties - continued**

(b) **Health-care organizations - continued**

(ii) **Affiliates with joint service management agreements - continued**

	St. Anthony's Hospital	St. Peter's Hospital	St. Paul Lutheran Home	Total 2014	Total 2013
Statement of Financial Position					
Total assets	\$ 2,513,699	\$ 2,331,989	\$ 4,610,524	\$ 9,456,212	\$ 9,522,740
Total liabilities	494,280	927,569	2,627,651	4,049,500	3,869,234
Total fund balances	<u>2,019,419</u>	<u>1,404,420</u>	<u>1,982,873</u>	<u>5,406,712</u>	<u>5,653,506</u>
	<u>\$ 2,513,699</u>	<u>\$ 2,331,989</u>	<u>\$ 4,610,524</u>	<u>\$ 9,456,212</u>	<u>\$ 9,522,740</u>
Results of Operations					
RHA grant	3,508,899	7,900,843	8,634,559	20,044,301	19,675,913
Other revenue	383,109	347,095	2,754,316	3,484,520	3,554,781
Total revenue	<u>3,892,008</u>	<u>8,247,938</u>	<u>11,388,875</u>	<u>23,528,821</u>	<u>23,230,694</u>
Salaries and benefits	3,190,844	6,331,119	9,726,267	19,248,230	18,970,381
Other expenses *	907,511	1,794,412	1,825,463	4,527,386	4,572,181
Total expenses	<u>4,098,355</u>	<u>8,125,531</u>	<u>11,551,730</u>	<u>23,775,616</u>	<u>23,542,562</u>
Excess (deficiency) of revenue over expenses	<u>\$ (206,347)</u>	<u>\$ 122,407</u>	<u>\$ (162,855)</u>	<u>\$ (246,795)</u>	<u>\$ (311,868)</u>

* Other expenses includes amortization of \$703,405 (2013 - \$748,882).

Cash Flows

Cash from operations	(10,055)	257,302	100,328	347,575	428,240
Cash used in financing activities			(92,540)	(92,540)	(80,018)
Cash used in investing activities **	<u>(38,124)</u>	<u>(56,043)</u>	<u>(85,585)</u>	<u>(179,752)</u>	<u>(160,891)</u>
Increase (decrease) in cash	<u>\$ (48,179)</u>	<u>\$ 201,259</u>	<u>\$ (77,797)</u>	<u>\$ 75,283</u>	<u>\$ 187,331</u>

** Cash used in investing activities includes capital purchases of \$179,752 (2013 - \$232,934).

Sunrise Regional Health Authority
Notes to Consolidated Financial Statements
For the year ended March 31, 2014

9. **Related Parties - continued**

(b) **Health-care organizations - continued**

(iii) **Fundraising foundations**

Fundraising efforts are undertaken through the non-profit business corporations known as The Health Foundation of East Central Saskatchewan Inc., St. Peter's Hospital Foundation (Melville) Inc. and St. Anthony's Hospital Foundation Inc. (the Foundations). The RHA or the respective affiliates have an economic interest in the Foundations. The Foundations have the following year-ends:

The Health Foundation of East Central Saskatchewan Inc. - December 31
St. Peter's Hospital Foundation (Melville) Inc. - December 31
St. Anthony's Hospital Foundation Inc. - March 31

Statement of Financial Position	St. Anthony's Hospital Foundation Inc.	St. Peter's Hospital Foundation (Melville) Inc.	Health Foundation of ECS Inc.	Total 2014	Total 2013
Total assets	\$ 2,205,988	\$ 2,064,870	\$ 2,065,144	\$ 6,336,002	\$ 5,628,518
Total liabilities	4		419,148	419,152	337,682
Total fund balances	<u>2,205,984</u>	<u>2,064,870</u>	<u>1,645,996</u>	<u>5,916,850</u>	<u>5,290,836</u>
	<u>\$ 2,205,988</u>	<u>\$ 2,064,870</u>	<u>\$ 2,065,144</u>	<u>\$ 6,336,002</u>	<u>\$ 5,628,518</u>
Results of Operations					
Total revenues	552,996	63,373	1,441,973	2,058,342	2,048,194
Total contributions to the RHA	(102,736)	(37,738)	(597,016)	(737,490)	(533,357)
Total fundraising expenses		(1,189)	(366,377)	(367,566)	(316,664)
Total operating expenses	<u>(14,336)</u>	<u>(3,935)</u>	<u>(309,001)</u>	<u>(327,272)</u>	<u>(413,062)</u>
Excess of revenue over expenses	<u>\$ 435,924</u>	<u>\$ 20,511</u>	<u>\$ 169,579</u>	<u>\$ 626,014</u>	<u>\$ 785,111</u>
Cash Flows					
Cash from operations	435,659	20,418	253,564	709,641	870,684
Cash from (used in) financing and investing activities	<u>(545,870)</u>	<u>(100,000)</u>	<u>(311,025)</u>	<u>(956,895)</u>	<u>(609,692)</u>
Increase (decrease) in cash	<u>\$ (110,211)</u>	<u>\$ (79,582)</u>	<u>\$ (57,461)</u>	<u>\$ (247,254)</u>	<u>\$ 260,992</u>

Sunrise Regional Health Authority
Notes to Consolidated Financial Statements
For the year ended March 31, 2014

10. Comparative Information

Certain balances for comparative purposes have been reclassified to conform with the current year's presentation.

11. Employee Future Benefits

(a) Pension Plan

Employees of the RHA participate in one of the following pension plans:

1. Saskatchewan Healthcare Employees' Pension Plan (SHEPP) - This is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Health Shared Services Saskatchewan (3sHealth) (a related party), and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, and HSAS). SHEPP is a multi-employer defined benefit plan, which came into effect December 31, 2002. (Prior to December 31, 2002, this plan was formerly the SAHO Retirement Plan and governed by the SAHO Board of Directors).
2. Public Service Superannuation Plan (PSSP) (a related party) - this is also a defined benefit plan and is the responsibility of the Province of Saskatchewan.
3. Public Employees' Pension Plan (PEPP) (a related party) - this is a defined contribution plan and is the responsibility of the Province of Saskatchewan.

The RHA's financial obligation to these plans is limited to making the required payments to these plans according to their applicable agreements. Pension expense is included in Compensation - benefits in schedule 1 and is equal to the RHA contributions amount below.

	2014				2013
	SHEPP ¹	PSSP	PEPP	Total	Total
Number of active members	2,372	3	29	2,404	2,418
Member contribution rate, percentage of salary	8.10-10.7%*	7.00%	5.00-7.00%*		
RHA contribution rate, percentage of salary	9.07-11.98%*	36.68%	6.00-7.00%*		
Member contributions	8,691,958	4,288	132,488	8,828,734	8,613,181
RHA contributions	9,735,088	22,509	133,991	9,891,588	9,640,067

In addition to the above plans, the RHA has one employee in the Evangelical Lutheran Church in Canada pension plan whose member contributions were \$4,414 with RHA contributions of \$5,045.

*Contribution rate varies based on employee group.

1. Active members include all employees of the RHA, including those on leave of absence as of March 31, 2014. Inactive members are transferred to SHEPP and not reported by the RHA, their plans are transferred to SHEPP and managed directly by them.

Sunrise Regional Health Authority

Notes to Consolidated Financial Statements

For the year ended March 31, 2014

11. Employee Future Benefits - continued

(b) Accumulated sick leave benefit liability:

The cost of the accrued benefit obligations related to sick leave entitlement earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of inflation, discount rate, employee demographics and sick leave usage of active employees. The RHA has completed an actuarial valuation as of March 31, 2013 and an extrapolation to March 31, 2014. Key assumptions used as inputs into the actuarial calculation are as follows:

	2014	2013
Discount rate	2.50	2.50
Earnings increase	0-2%	0-2%
Accrued benefit obligation, beginning of year	6,640,800	6,728,000
Cost for the year	1,011,400	995,700
Benefits paid during the year	(1,093,700)	(1,082,900)
Accrued benefit obligation, end of year	<u>\$ 6,558,500</u>	<u>\$ 6,640,800</u>

12. Budget

The RHA Board approved the 2013-2014 budget plan on May 29, 2013.

13. Financial Instruments

(a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these consolidated financial statements.

(b) Financial risk management

The RHA has exposure to the following risk from its use of financial instruments: Credit risk, market risk and liquidity risk.

The Board ensures that the RHA has identified its major risks and ensures that management monitors and controls them. The Chairperson oversees the RHA's systems and practices of internal control, and ensures that these controls contribute to the assessment and mitigation of risk.

Sunrise Regional Health Authority

Notes to Consolidated Financial Statements

For the year ended March 31, 2014

13. Financial Instruments - continued

(c) Credit risk

The RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the RHA's receivables are from Saskatchewan Health - General Revenue Fund, Saskatchewan Workers' Compensation Board, health insurance companies or other Provinces. The RHA is also exposed to credit risk from cash, short-term investments and investments.

The carrying amount of financial assets represents the maximum credit exposure as follows:

	2014	2013
Cash and short-term investments	6,586,834	6,584,365
Accounts receivable		
Ministry of Health - General Revenue Fund	4,288,633	309,334
Other	1,998,435	1,727,777
Investments	755,094	251,047
	<u>\$ 13,628,996</u>	<u>\$ 8,872,523</u>

The RHA manages its credit risk surrounding cash and short-term investments and investments by dealing solely with reputable banks and financial institutions, and utilizing an investment policy to guide their investment decisions. The RHA invests surplus funds to earn investment income with the objective of maintaining safety of principal and providing adequate liquidity to meet cash flow requirements.

(d) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the RHA's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on investment.

(i) Foreign exchange risk:

The RHA operates within Canada, but in the normal course of operations is party to transactions denominated in foreign currencies. Foreign exchange risk arises from transactions denominated in a currency other than the Canadian dollar, which is the functional currency of the RHA. The RHA believes that it is not subject to significant foreign exchange risk from its financial instruments.

(ii) Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

Financial assets and financial liabilities with variable interest rates expose the RHA to cash flow interest rate risk. The RHA's investments include guaranteed investment certificates and long-term bonds bearing interest at coupon rates. The RHA's mortgages payable outstanding as at March 31, 2014 and 2013 have fixed interest rates.

Although management monitors exposure to interest rate fluctuations, it does not employ any interest rate management policies to counteract interest rate fluctuations.

Sunrise Regional Health Authority
Notes to Consolidated Financial Statements
For the year ended March 31, 2014

13. Financial Instruments - continued

(e) Liquidity risk:

Liquidity risk is the risk that the RHA will not be able to meet its financial obligations as they become due.

The RHA manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities.

At March 31, the RHA has a cash balance of \$6,586,834 (2013 - \$6,884,365).

(f) Fair value

The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature:

- cash and short-term investments
- accounts receivable
- bank indebtedness
- accounts payable
- accrued salaries and vacation payable

The fair value of mortgages payable and long-term debt before the repayment required within one year is \$16,457,547 (2013 - \$17,770,512) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements, net of mortgage subsidies.

Fair value is best evidenced by an independent quoted market price for the same instrument in an active market. An active market is one where quoted prices are readily available, representing regularly occurring transactions. Accordingly, the determination of fair value requires judgment and is based on market information where available and appropriate. Fair value measurements are categorized into levels within a fair value hierarchy based on the nature of the inputs used in the valuation.

Level 1 – Where quoted prices are readily available from an active market.

Level 2 – Valuation model not using quoted prices, but still using predominantly observable market inputs, such as market interest rates.

Level 3 – Where valuation is based on unobservable inputs. There were no items measured at fair value using level 3 in 2012 or 2013.

(g) Operating line-of-credit

The RHA has an approved operating line-of-credit of \$15,750,000 (2013 - \$15,750,000) with interest charged at a rate of prime less 0.75%, which is renegotiated annually. The line-of-credit is secured by an assignment of grants and revenues of the RHA. Total interest paid on the line-of-credit in 2014 was \$309,699 (2013 - \$287,009). The line-of-credit was approved by the Minister on October 7, 1998.

The affiliates also have operating lines-of-credit with limits totalling \$650,000 (2013 - \$650,000). These lines-of-credit are secured by an assignment of grants and revenues from the RHA. Total interest paid on these lines-of-credit in 2014 was \$1,155 (2013 - \$438).

Sunrise Regional Health Authority
Notes to Consolidated Financial Statements
For the year ended March 31, 2014

14. Interfund Transfers

Each year the RHA transfers amounts between its funds for various purposes. These include funding capital asset purchases and reassigning fund balances to support certain activities.

	2014		Community Trust and Endowment Funds	2013		Community Trust and Endowment Funds
	Operating Fund	Capital Fund		Operating Fund	Capital Fund	
Energy renewal program savings	(1,049,480)	1,049,480		(1,057,252)	1,057,252	
Capital asset purchases by other funds	(999,837)	999,837		(292,671)	292,671	
Replacement reserve allocations	(128,260)	128,260		(128,260)	128,260	
Mortgage principal and interest paid by operating fund	(793,435)	793,435		(845,288)	845,288	
Operating expenditures financed by replacement reserve				2,015	(2,015)	
Operating expenditures financed by other funds	5,792		(5,792)	8,573		(8,573)
Operating expenditures financed by capital fund	92,113	(92,113)		59,441	(59,441)	
	<u>\$ (2,873,107)</u>	<u>\$ 2,878,899</u>	<u>\$ (5,792)</u>	<u>\$ (2,253,442)</u>	<u>\$ 2,262,015</u>	<u>\$ (8,573)</u>

15. Volunteer Services

The operations of the RHA utilize services of many volunteers. Because of the difficulty in determining the fair market value of these donated services, the value of these donated services is not recognized in the consolidated financial statements.

16. Community-Generated Funds

Under the terms of the pre-amalgamation agreement, the RHA has agreed to hold community-generated assets in trust. The RHA established a separate fund for the assets of each trust. Health corporations formerly held these assets before amalgamating with the RHA. The assets are interest-bearing with the interest credited to the trust balance. The RHA presently administers \$63,346 (2013 - \$64,327) under these agreements.

Following is the status of the trust funds at March 31, 2014:

Each trust fund has a "trust advisory committee" which is appointed by the various towns, villages, hamlets and rural municipalities served by the pre-amalgamation agency. The trust funds are for the benefit of the ratepayers of the various municipalities and shall be used for health-related purposes. The committees have the power to establish rules and procedures, and the majority decision of the committees shall be binding upon the RHA with respect to any use of the trust fund.

Sunrise Regional Health Authority

Notes to Consolidated Financial Statements

For the year ended March 31, 2014

17. Energy Renewal Project

Energy performance contracting is a unique program that allows the RHA to implement facility improvements, reduce energy costs, and improve health and comfort conditions while contributing to the province's environmental objectives. SaskPower Energy Solutions performed extensive research to establish a baseline of annual cost savings they guarantee as part of this project. The project is expected to provide utility cost savings that will pay for the cost and financing of this project within an established time frame. Any additional savings are calculated and verified by methods established in the contract and are applied to the loan. Sunrise RHA entered into a guaranteed energy performance savings contract with SaskPower Energy Solutions Company.

The total cost of the energy performance contracts is \$14,724,459 plus GST. The construction costs have been financed through term debt facilities which are disclosed in note 5.

Results of the energy renewal project since its inception are:

	2014	2013	Prior	Total
Estimated utility savings	\$ 1,057,252	\$ 1,057,252	\$ 2,674,018	\$ 4,788,522
Interest costs	476,029	503,250	1,495,404	2,474,683

18. Collective Agreements

The CUPE contract expired March 31, 2012; a tentative agreement has been established as of March 31, 2014, and is in the ratification process at the time of the issuance of these financial statements. An estimate of \$3,991,770 for the retro-pay associated with the tentative agreement has been recognized in these financial statements. Accordingly, included in these financial statements is an accounts receivable from the Ministry of Health of \$3,991,770, as well as accrued salaries of \$3,991,770. The SUN contract expired March 31, 2014 and the HSAS contract expired March 31, 2013 and negotiations are in the early stages and an estimate of the settlements is not determinable at this time.

19. Pay for Performance

Effective April 1, 2011, a pay for performance compensation plan was introduced. Amounts over 90% of base salary are considered 'lump-sum performance adjustments'. Senior employees are eligible to earn lump-sum performance adjustments up to 110% of their base salary. During the year, senior employees are paid 90% of current base salary and lump-sum performance adjustments related to the previous fiscal year. Performance adjustments for the 2012-13 fiscal period of \$69,347 were paid out in the 2013-14 fiscal year (\$112,123 paid in 2012-13 fiscal year). At March 31, 2014, lump-sum performance adjustments relating to 2013-14 have not been determined, as information required to assess senior managements' performance is not yet available.

Sunrise Regional Health Authority

Schedule of Expenses by Object
For the year ended March 31, 2014

Schedule 1

	Budget 2014	Actual 2014	Actual 2013
Operating			
Advertising and public relations	144,526	164,356	182,988
Board costs	131,255	105,602	102,990
Compensation - benefits	27,840,236	28,410,087	27,066,489
Compensation - salaries	132,506,069	138,849,599	134,226,329
Continuing education fees and materials	1,009,377	340,016	305,855
Contracted-out services - other	1,774,787	1,668,316	2,014,912
Diagnostic imaging supplies	229,587	185,365	168,186
Dietary supplies	264,378	255,934	253,714
Drugs	2,228,238	2,280,979	2,074,010
Food	2,992,615	3,042,108	2,876,167
Grants to ambulance services	3,591,082	3,591,072	3,591,082
Grants to health care organizations and affiliates	793,789	1,043,908	1,040,767
Housekeeping and laundry supplies	1,611,994	1,493,197	1,587,324
Information technology contracts	1,439,917	962,378	777,155
Insurance	478,261	419,064	425,834
Interest	377,309	344,616	337,746
Laboratory supplies	1,336,420	1,268,570	1,302,108
Medical and surgical supplies	3,691,490	3,792,100	3,755,847
Medical remuneration and benefits	9,650,916	9,372,067	7,958,039
Meetings	67,488	72,440	62,290
Office supplies and other office costs	1,477,529	1,596,735	1,553,809
Other	136,596	496,319	264,718
Professional fees	1,146,705	1,298,922	1,323,806
Prosthetics	256,400	207,610	210,416
Purchased salaries	1,199,198	87,953	26,867
Rent/lease/purchase costs	3,174,348	3,261,209	3,941,025
Repairs and maintenance	5,419,393	5,234,924	3,319,570
Supplies	547,721	433,611	466,456
Therapeutics - supplies	88,620	102,834	116,899
Travel	2,001,203	2,272,024	2,132,015
Utilities	3,151,950	3,291,866	3,055,907
	<u>\$ 210,759,397</u>	<u>\$ 215,945,781</u>	<u>\$ 206,521,320</u>
Restricted			
Amortization		7,077,404	7,300,185
Loss (gain) on disposal of capital assets		(3,785)	
Mortgage interest expense		748,561	853,691
Other		1,025	2,025
		<u>\$ 7,823,205</u>	<u>\$ 8,155,901</u>

*The accompanying notes and schedules are part
of these consolidated financial statements.*

Sunrise Regional Health Authority

Schedule of Cash and Investments

As at March 31, 2014

Schedule 2

	Fair Value	Maturity	Effective Rate	Coupon Rate
Restricted Investments*				
Cash and Short-Term Investments				
Cash, chequing and savings accounts	6,286,834		0-1.25%	
Term deposits				
Concentra Financial	300,000	03/31/2015	1.398%	
Total Cash and Short-Term Investments	<u>6,586,834</u>			
Long-Term Investments	<u>0</u>			
Total Long-Term Investments	<u>0</u>			
Total Restricted Investments	<u>\$ 6,586,834</u>			
Unrestricted Investments				
Cash and Short-Term Investments	<u>0</u>			
Total Cash and Short-Term Investments	<u>0</u>			
Long-Term Investments				
Bonds and debentures				
Deposit on lease for Yorkton Innovation site	18,667		0.00%	
Equity in Co-operatives	16,561		0.00%	
Notes receivable - physicians	734,198		0.00%	
Allowance for notes receivable - physicians	<u>(14,332)</u>		0.00%	
Total Long-Term Investments	<u>755,094</u>			
Total Unrestricted Investments	<u>\$ 755,094</u>			
Total Investments	<u>\$ 7,341,928</u>			
Restricted and Unrestricted Totals				
	6,586,834			
	<u>755,094</u>			
	<u>\$ 7,341,928</u>			

The carrying amounts of the long-term investments approximate fair value.

* Restricted investments consist of:

- Community-generated funds transferred to the RHA and held in the Community Trust Fund (Schedule 3);
- Replacement reserves maintained under mortgage agreements with Canada Mortgage and Housing Corporation (CMHC) held in the Capital Fund (Schedule 4); and
- Endowment Fund (Schedule 3).

*The accompanying notes and schedules are part
of these consolidated financial statements.*

Sunrise Regional Health Authority

Schedule of Externally-Restricted Funds For the year ended March 31, 2014

Schedule 3

	Balance, Beginning of Year	Investment Income	Expenses	Withdrawals	Balance, End of Year
Pre-Amalgamation Trust Accounts					
Centennial Special Care Home	4,543	35			4,578
Foam Lake primary care	14,754	185		(1,768)	13,171
Theodore Health Centre	45,031	566			45,597
	<u>64,328</u>	<u>786</u>	<u>0</u>	<u>(1,768)</u>	<u>63,346</u>
Endowment Fund					
Dr. Borys Tolczynski Memorial Fund	319,179	5,024	(1,000)	(4,024)	319,179
	<u>\$ 383,507</u>	<u>\$ 5,810</u>	<u>\$(1,000)</u>	<u>\$(5,792)</u>	<u>\$ 382,525</u>

	Balance, Beginning of Year	Investment Income	Donations	Expenses	Transfer to Investment in Capital Asset Fund Balance	Balance, End of Year
Capital Fund - Donations for Capital Assets						
Acute care administration	59	1				60
Canora Hospital	10,824	136			(7,096)	3,864
Canora hospital building fund	1,052	16	520			1,588
Esterhazy C.S.C.H.	113,691	1,971	45,069		(37,082)	123,649
Foam Lake Jubilee Home	10,897	144	4,432	(2,393)		13,080
Gateway Lodge - Canora	95,074	1,097	7,433		(15,396)	88,208
Home Care	133,371	1,690	12,535	(12,021)		135,575
Invermay Health Centre			90			90
Ituna Pioneer Healthcare Centre	3,670	54	988			4,712
Kamsack Hospital	354,247	3,430	9,912	(16,331)	(24,354)	326,904
Kamsack Nursing Home	103,944	806	100	(2,012)	(30,628)	72,210
Lakeside Manor Care Home	29,609	198	30,317	(21,438)	(16,792)	21,894
Mental Health	1,559	18				1,577
Norquay Health Centre	11,085	147	6,339	(231)		17,340
Parkland Alcohol & Drug Services	8,042	100				8,142
Preeceville Hospital	72,225	103	101,110			173,438
Preeceville Hospital LT care	5,203	3	1,437	(600)		6,043
Langenburg Health Centre	47,652	757	33,125	(4,580)	(12,971)	63,983
Primary care	3,538	45				3,583
Rama First Responders	1,215	15				1,230
St. Anthony's Hospital	9,222			(25)		9,197
South district - other	5,785	71		(122)		5,734
Sunrise regional donations	75,564	801	13,695	(16,254)	(4,253)	69,553
Yorkton District Nursing Home	583	10	1,556			2,149
Yorkton R. H. C.	76,044	1,007	28,336	(16,132)	(16,672)	72,583
	<u>\$ 1,174,155</u>	<u>\$ 12,620</u>	<u>\$ 296,994</u>	<u>\$(92,139)</u>	<u>\$(165,244)</u>	<u>\$ 1,226,386</u>

The accompanying notes and schedules are part
of these consolidated financial statements.

Sunrise Regional Health Authority

Schedule of Internally-Restricted Funds

For the year ended March 31, 2014

Schedule 4

	Balance, Beginning of Year	Investment Income Allocated	Annual Allocation from Unrestricted Fund	Transfer to Unrestricted Fund (Expenses)	Transfer to Investment in Capital Asset Fund Balance	Balance, End of Year
Capital						
Replacement reserve funds						
Esterhazy Centennial Special						
Care Home	77,844	1,054	13,008			91,906
Foam Lake Jubilee Home	5,833	140	11,592			17,565
Gateway Lodge - Canora	88,016	1,158	14,256		(11,229)	92,201
Invermay Health Centre	13,236	207	7,008			20,451
Ituna Pioneer Healthcare						
Centre	60,691	707	5,604		(36,874)	30,128
Kamsack Nursing Home	113,006	1,402	14,592		(41,673)	87,327
Lakeside Manor Care Home	49,389	663	8,004		(3,842)	54,214
Langenburg Health Care						
Complex	37,566	515	10,284		(4,649)	43,716
Norquay Health Centre	16,406	246	7,008		(1,695)	21,965
St. Paul Lutheran Home	31,667	120	15,400		(12,136)	35,051
Yorkton & District Nursing						
Home	56,800	680	21,504		(29,473)	49,511
	<u>550,454</u>	<u>6,892</u>	<u>128,260</u>	<u>0</u>	<u>(141,571)</u>	<u>544,035</u>
Other internally-restricted funds						
Funds for future capital						
expenditures	<u>2,637,219</u>	<u>26,911</u>	<u>0</u>	<u>(650,985)</u>	<u>14,491</u>	<u>2,027,636</u>
	<u>3,187,673</u>	<u>33,803</u>	<u>128,260</u>	<u>(650,985)</u>	<u>(127,080)</u>	<u>2,571,671</u>
Operating						
Other internally-restricted funds						
St. Paul Lutheran Home	26,495					26,495
St. Peter's Hospital	<u>21,721</u>	<u>328</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>22,049</u>
	<u>48,216</u>	<u>328</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>48,544</u>
Total Internally-Restricted Funds	<u>\$ 3,235,889</u>	<u>\$ 34,131</u>	<u>\$ 128,260</u>	<u>\$(650,985)</u>	<u>\$(127,080)</u>	<u>\$ 2,620,215</u>

The accompanying notes and schedules are part
of these consolidated financial statements.

Sunrise Regional Health Authority
Schedule of Board Remuneration, Benefits and Allowances
For the year ended March 31, 2014

Schedule 5

	Retainer	Per Diem	Travel Time Expenses	Travel and Sustenance Expenses	Other Expenses	CPP	Total 2014	Total 2013
RHA Members								
Lawrence Chomos	7,470	12,375		4,381	3,939	909	29,074	21,540
Murray Dalton		4,563		2,268	473		7,304	10,469
Gordon Gendur		2,775					2,775	5,634
Janet Hill		3,350		1,262		125	4,737	3,183
Greg Kobyłka								10,572
Doris Kopelchuk		3,900		1,326	768		5,994	5,508
Isabel O'Soup								1,305
Don Rae		2,100		172	185	84	2,541	
Dave Schappert		3,075		1,132	430		4,637	5,848
Walter Streelasky		1,513		376			1,889	1,470
Shirley Wolfe Keller		5,338		3,204	866	168	9,576	9,037
	<u>\$ 7,470</u>	<u>\$ 38,989</u>	<u>\$ 0</u>	<u>\$ 14,121</u>	<u>\$ 6,661</u>	<u>\$ 1,286</u>	<u>\$ 68,527</u>	<u>\$ 74,566</u>

	2014				2013			
	Salaries	Benefits and Allowances	Subtotal	Severance Amount	Total	Salaries, Benefits and Allowances	Severance	Total
Senior Employees								
Suann Laurent, CEO	303,756	750	304,506		304,506	298,477		298,477
Dr. Michael Bishop, VP of Medical Services						93,643		93,643
Dr. Fourie, Senior VP of Medical Services	140,463		140,463		140,463	39,017		39,017
Dr. Louw, Deputy Senior Medical Officer	31,214		31,214		31,214	13,006		13,006
Dr. Koudsi, Deputy Senior Medical Officer	31,214		31,214		31,214	13,006		13,006
Dr. Oduntan, Deputy Senior Medical Officer	31,214		31,214		31,214	13,006		13,006
Vince Bornyk, VP of Community Services						104,137	107,289	211,426
Sandy Tokaruk, VP of Community Services	101,475	59	101,534		101,534			
Christina Denyseck, VP of Human Resources	204,060	507	204,567		204,567	205,135		205,135
Lorelei Stusek, VP of Corporate Services	180,743	65	180,808		180,808	178,043		178,043
Roberta Wiwcharuk, VP of Health Services	175,368	65	175,433		175,433	192,870		192,870
	<u>\$ 1,199,507</u>	<u>\$ 1,446</u>	<u>\$ 1,200,953</u>	<u>\$ 0</u>	<u>\$ 1,200,953</u>	<u>\$ 1,150,340</u>	<u>\$ 107,289</u>	<u>\$ 1,257,629</u>

- (1) Salaries include regular base pay, overtime, honoraria, sick leave, vacation leave, and merit or performance pay, lump-sum payments, and any other direct cash remuneration. Senior employee salaries were paid 90% of base salary. Senior employees are eligible to earn up to 110% of their base salary. Performance adjustments have not been determined for the year ended March 31, 2014 and will be paid out in the 2014-15 fiscal year. Refer to note 19 for further details.
- (2) Benefits and Allowances include the employer's share of amounts paid for the employees' benefits and allowances that are taxable to the employee. This includes taxable professional development, education for personal interest, non-accountable relocation benefits and personal use of automobile, cell phone, computer, etc., as well as any other taxable benefits.

The accompanying notes and schedules are part of these consolidated financial statements.